People • Partnerships • Knowledge

Human Resources and Social Development Canada

2008 – 2009 Estimates

A Report on Plans and Priorities

Table of Contents

5 **Ministers' Messages**

9 **Management Representation Statements**

13 **Section I Overview**

14 Introduction
14 Raison d'être
17 Organizational Information
18 Mandate
18 2008–2009 Planned Expenditure Profile
20 Voted and Statutory Items Displayed in the Main Estimates
24 Planned Spending and Full-Time Equivalents
29 Financial and Human Resources – Summary Information
31 2008–2009 Departmental Priorities
44 Performance Measurement Framework

51 **Section II Program Activities by Strategic Outcome**

52 A. Policy, Research and Communications
58 B. Labour Market, Workplace Skills and Learning
72 C. Labour
80 D. Social Investment, Children and Families, Housing and Homelessness
92 E. Service Canada

105 **Section III Supplementary Information**

106 **Table 1:** Departmental Link to the Government of Canada Outcomes
107 **Table 2:** Sustainable Development Strategy
112 **Table 3:** Details on Transfer Payment Programs
113 **Table 4:** Evaluations
116 **Table 5:** Foundations (Conditional Grants)
117 **Table 6:** Green Procurement
118 **Table 7:** Horizontal Initiatives
119 **Table 8:** Internal Audits
121 **Table 9:** Loans (Non-Budgetary)
122 **Table 10:** Progress Towards the Departments Regulatory Plan
122 **Table 11:** Services Received Without Charge
122 **Table 12:** Sources of Respendable and Non-Respendable Revenue

123 Specified Purpose Accounts

- 123 Employment Insurance Account
- 131 Canada Pension Plan
- 138 Government Annuities Account
- 139 Civil Service Insurance Fund

140 Employment Insurance Part II 2008–2009 Expenditure Plan

144 Consolidated Report on Canada Student Loans

151 Section IV Other Items of Interest

152 Detailed Program Description by Strategic Outcome

165 Office of the Auditor General (OAG) Report

166 Website References

169 Index

Ministers' Messages

Message from the Minister of Human Resources and Social Development

I am pleased to present to Parliament the *2008–2009 Report on Plans and Priorities* for the Department of Human Resources and Social Development Canada (HRSDC).

HRSDC supports Canadians in meeting the challenges they face by putting in place policies, programs and services that are flexible, that create opportunities in today's labour market and that provide choice.

As Minister, I have had the opportunity to see first hand how the portfolio positively impacts on the lives of Canadians. Whether it is through support for families with the Universal Child Care Benefit, bridging the skills and learning gap with the Apprenticeship Incentive Grant or the Canada Education Savings Grant, or effective and sustainable solutions to prevent and reduce homelessness through the Homelessness Partnering Strategy, we are taking action to improve the quality of life for all Canadians.

Looking forward, we will build on those accomplishments by continuing to support children, families and vulnerable Canadians seeking to break free from poverty. We'll focus on addressing accessibility issues for persons with disabilities by implementing the Registered Disability Savings Plan and Enabling Accessibility Fund. Emphasis will also be placed on supporting low-income seniors and preventing elder abuse.

Building a knowledge advantage will be a primary focus to address labour market challenges and opportunities and the needs of workers in vulnerable communities. The actual results we expect from a well-functioning labour market are more than statistics. In fact, our objective in addressing labour market challenges is to have healthy and strong families, fewer people in poverty and more self-sufficient and self-reliant adults. Keeping that in mind, we will improve the governance and management of the EI account through the establishment of the Canada Employment Insurance Financing Board, an independent Crown corporation. We are also significantly improving student financial assistance by creating the Canada Student Grant Program. And we continue to negotiate and implement labour market agreements to increase the participation of individual Canadians in the workforce who are not fully active in the labour market. Integration of foreign-trained workers and entry of temporary foreign workers will also be at the heart of our commitments.

We are equally committed as a portfolio to providing the highest level of services to Canadians. Service Canada delivers a number of services and benefits on behalf of federal departments and agencies as well as provides Canadians with increased choice, quicker results and easier access. The success of this approach will require ongoing collaboration with federal departments as well as with provinces, territories and partners in the public and private sectors.

Canada was built through the skills, the imagination and dedication of all Canadians. HRSDC will continue this momentum by demonstrating excellence in policy, program and service delivery and by helping all Canadians reach their full potential.

Monte Solberg

The Honourable Monte Solberg, P.C., M.P.
Minister of Human Resources and Social Development

Message from the Minister of Labour

The Government of Canada is dedicated to promoting a healthy society and a productive and prosperous economy. The work done by the Labour Program to support fair, safe, healthy, cooperative and productive workplaces is crucial in promoting these goals.

In 2008–2009 the Labour Program will have an exciting and challenging agenda that includes four key priorities: implementing the Wage Earner Protection Program (WEPP), supporting the reintegration of reservists into civilian life, engaging internationally in labour issues, and identifying options for reducing the frequency and duration of work stoppages.

Legislation to create the WEPP has received Royal Assent. The new program will provide workers with unpaid wages and vacation pay when their employers are bankrupt or subject to receivership. Implementing the program will be the responsibility of the Labour Program, Service Canada and other partners.

Members of the reserve force, who volunteer their time and often risk their lives to serve our country, should not have to worry if their jobs or enrolment in universities and colleges will be protected while they are away. The government is acting to make sure that the needs of reservists are met.

Internationally, Canada is committed to negotiating and implementing strong Labour Cooperation Agreements in order to achieve decent working conditions for workers and a level playing field for business with its trade partners in the Americas and beyond. The Government is also committed to working with the provinces, territories, unions and employers to strengthen the International Labour Organization's ability to advance core labour standards globally.

Finally, the number of days lost to work stoppages in Canada is high in comparison with other members of the Organization of Economic Co-operation Development. We will be exploring the causes and impacts of work stoppages, and options for reducing their risk, frequency and duration in federally regulated industries.

The Labour Program is working to help employers and workers succeed in a dynamic global economy by meeting the challenges and taking advantage of the opportunities of changing workplaces.

The Honourable Jean-Pierre Blackburn, P.C., M.P.
Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec

Management Representation Statements

Human Resources and Social Development

I submit for tabling in Parliament, the 2008–2009 Report on Plans and Priorities (RPP) for Human Resources and Social Development Canada.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the department's strategic outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Janice Charette
Deputy Minister
Human Resources and Social Development

[redacted]

Labour

The plans, priorities, planned spending and performance measures in support of the Labour Program are accurately presented in the *2008–2009 Report on Plans and Priorities* for Human Resources and Social Development Canada.

Munir A. Sheikh
Deputy Minister of Labour and Associate Deputy Minister
of Human Resources and Social Development

Service Canada

The plans, priorities, planned spending and performance measures in support of Service Canada are accurately presented in the *2008–2009 Report on Plans and Priorities* for Human Resources and Social Development Canada.

Hélène Gosselin
Deputy Head of Service Canada and Associate Deputy Minister
of Human Resources and Social Development

Budget 2008 Announcements

The Government of Canada tabled the 2008 Budget on February 26, 2008, outlining its priorities for Canadians for the upcoming years. The following Budget announcements affect Human Resources and Social Development Canada and support the labour market, social development and service to Canadians priorities outlined in this Report.

Investing in People

Improving Canada's competitive position means developing the best-educated, most-skilled and most flexible workforce in the world.

The Government committed to supporting Canadian students with a $350-million investment in 2009–2010, rising to $430 million by 2012–2013, in a new, consolidated **Canada Student Grant Program** that will reach 245,000 college and undergraduate students per year when it takes effect in the fall of 2009. The Government will phase out the **Canada Millenium Scholarship Foundation** in 2009. A total of $123 million will be invested over four years, starting in 2009–2010, to streamline and modernize the **Canada Student Loans Program**. The flexibility of **Registered Education Savings Plans** will be enhanced by increasing the time they may remain open to 35 years from 25 years, and by extending the maximum contribution period by 10 years.

The Government will reduce disincentives to work for seniors by raising the current **Guaranteed Income Supplement** earned income exemption to $3,500 from its current maximum exemption level of $500.

Supporting the Vulnerable

Budget 2008 provided an additional $90 million over three years to extend the **Targeted Initiative for Older Workers** until March 2012 to help more older workers remain active and productive participants in the labour market.

It also provided $13 million over three years to help seniors and others recognize the signs and symptoms of elder abuse, building on the $10 million per year provided in Budget 2007 to expand the **New Horizons for Seniors Program**.

Strengthening Partnerships with Aboriginal Canadians

Advantage Canada recognized that the most effective way to address the gap in socio-economic conditions faced by Aboriginal Canadians remains increasing their participation in the Canadian economy. The Government is committed to fostering partnerships involving the private and public sectors that help Aboriginal people get the skills and training they need to take advantage of the opportunities in the North and across Canada. Budget 2008 takes another important step to help Aboriginal people make the most of these opportunities by committing to establish a new framework for Aboriginal economic development by the end of 2008.

The Government will continue to engage Aboriginal groups and other stakeholders on a successor approach to the **Aboriginal Human Resources Development Strategy**, expected in 2009. The new approach will better place the skills and training available for individuals in the context of employer and labour market demands.

Improved Management and Governance of Employment Insurance

The Government committed to improving the management and governance of the Employment Insurance (EI) Account and ensure that premiums will be no higher than required to pay for benefits over time. To enhance the independence of premium rate setting and to ensure that EI premiums are used exclusively for the EI program, the Government is creating a new, independent Crown corporation, the **Canada Employment Insurance Financing Board** that will report to the Minister of Human Resources and Social Development. It will have the following key responsibilities: managing a separate bank account; implementing an improved EI premium rate-setting mechanism to ensure that EI revenues and expenditures break even over time; and maintaining a cash reserve of $2 billion to establish a reserve that can be used in the event of an economic downturn.

Note: These recent announcements are not in the narrative of the Report on Plans and Priorities, however, the department is committed to moving forward on these priorities and will report on them in its 2008–2009 Departmental Performance Report. The Budget announcements are not included in the planned spending figures for the department.

Section I Overview

Human Resources and Social Development Canada

Departmental Overview

Introduction

This Report presents the plans and priorities for Human Resources and Social Development Canada (HRSDC) for 2008–2009 and planned spending for the next three years. Information is presented in four main sections: Section I sets the context, overall priorities for the Department and lays out the Performance Measurement Framework; Section II presents key plans by Strategic Outcome at the Program Activity level including financial information; Section III includes detailed information, such as financial data relating to specified purpose accounts, evaluation information, sustainable development, etc.; and, Section IV outlines program descriptions and provides web links to the Department's programs and services.

Raison d'être

HRSDC's vision is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

HRSDC develops, manages and delivers some $87B in programs and services that provide Canadians with income support, skill development opportunities, labour market and other information, as well as many other tools that help Canadians to thrive economically and socially. The programs and services offered by the Department affect the lives of millions of Canadians. This includes income support to Canadians through benefits that Parliament has legislated, such as Old Age Security and the Canada Pension Plan. Through Employment Insurance, temporary income support and access to employment programs and services are provided to unemployed Canadians to help them prepare for, find and retain employment. By encouraging skills development in Canadian workplaces and by developing and disseminating information about the labour market, the Department helps Canadian businesses and workers connect. HRSDC also invests in learning by facilitating access to post-secondary education and adult learning opportunities.

HRSDC's social policies and programs help to ensure that children and families, seniors, people with disabilities, homeless people and those at risk of homelessness, and others facing barriers have the support and information they need to improve their well-being. HRSDC is responsible for a number of key initiatives that contribute to these objectives including the Universal Child Care Benefit, the Homelessness Partnership Initiative, the Opportunities Fund for Persons with Disabilities, the Social Development Partnerships Program and the New Horizons for Seniors Program.

Promoting socio-economic well-being also involves working with and building on the strengths and capacity of a multitude of players, including provinces, territories, employers and non-governmental organizations. The Department strives to ensure clear roles and responsibilities between orders of government to develop integrated and complementary programs and services for the benefit of Canadians. It is also working hard to engage partners, such as the profit and non-profit sectors, learning organizations and community groups, including official language minority communities across the country, and foster their contribution.

Through the Labour Program the Department promotes and sustains stable industrial relations and healthy, fair, productive workplaces within the federal jurisdiction. In support of these goals, the Labour program mediates labour disputes, works to keep compliance operations modern and responsive, negotiates and implements international labour standards and agreements, collaborates closely with provincial and territorial ministries of Labour, and carries out labour-related research and analysis.

High quality service delivery is vital to meeting the needs of Canadians. Through Service Canada, citizens are provided with a single point of access to HRSDC's services. Service Canada has been delivering a growing number of services and benefits on behalf of this and other federal departments and agencies and providing Canadians with increased choice and access. Today, the Service Canada delivery network brings together: more than 600 points of service in communities throughout Canada; a national

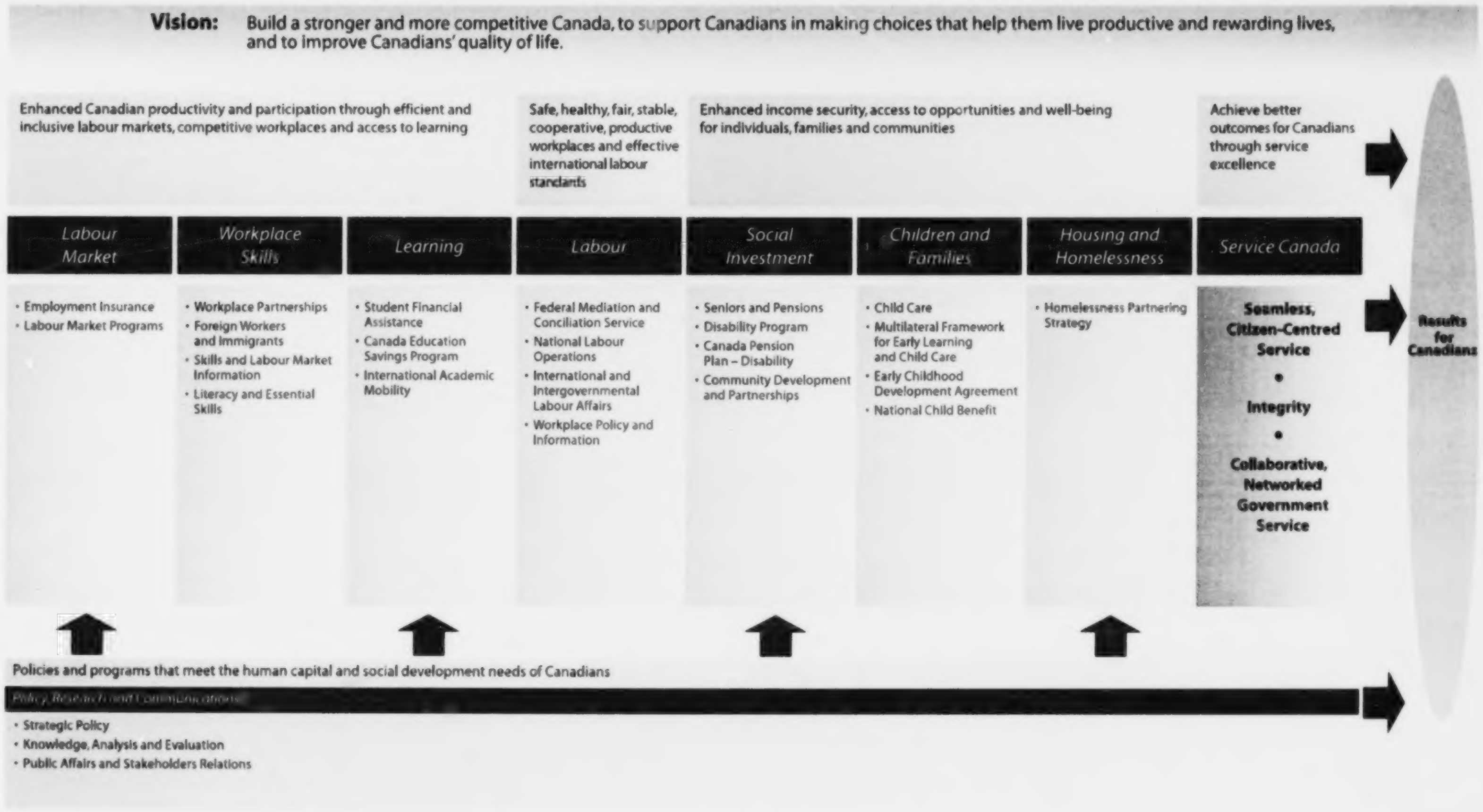
1 800 O-Canada telephone service providing Canadians with information about all federal government services; and, a range of on-line services at **www.servicecanada.gc.ca.**

The Departments programs and services are designed to contribute to the following five strategic outcomes:

- Policies and programs that meet the human capital and social development needs of Canadians;
- Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning;
- Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards;
- Enhanced income security, access to opportunities and well-being for individuals, families and communities;
- Achieve better outcomes for Canadians through service excellence.

Department of Human Resources and Social Development

Program Activity Architecture for 2008 – 2009



Vision: Build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning

Labour Market
- Employment Insurance
- Labour Market Programs

Workplace Skills
- Workplace Partnerships
- Foreign Workers and Immigrants
- Skills and Labour Market Information
- Literacy and Essential Skills

Learning
- Student Financial Assistance
- Canada Education Savings Program
- International Academic Mobility

Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards

Labour
- Federal Mediation and Conciliation Service
- National Labour Operations
- International and Intergovernmental Labour Affairs
- Workplace Policy and Information

Enhanced income security, access to opportunities and well-being for individuals, families and communities

Social Investment
- Seniors and Pensions
- Disability Program
- Canada Pension Plan – Disability
- Community Development and Partnerships

Children and Families
- Child Care
- Multilateral Framework for Early Learning and Child Care
- Early Childhood Development Agreement
- National Child Benefit

Housing and Homelessness
- Homelessness Partnering Strategy

Achieve better outcomes for Canadians through service excellence

Service Canada

Seamless, Citizen-Centred Service

•

Integrity

•

Collaborative, Networked Government Service

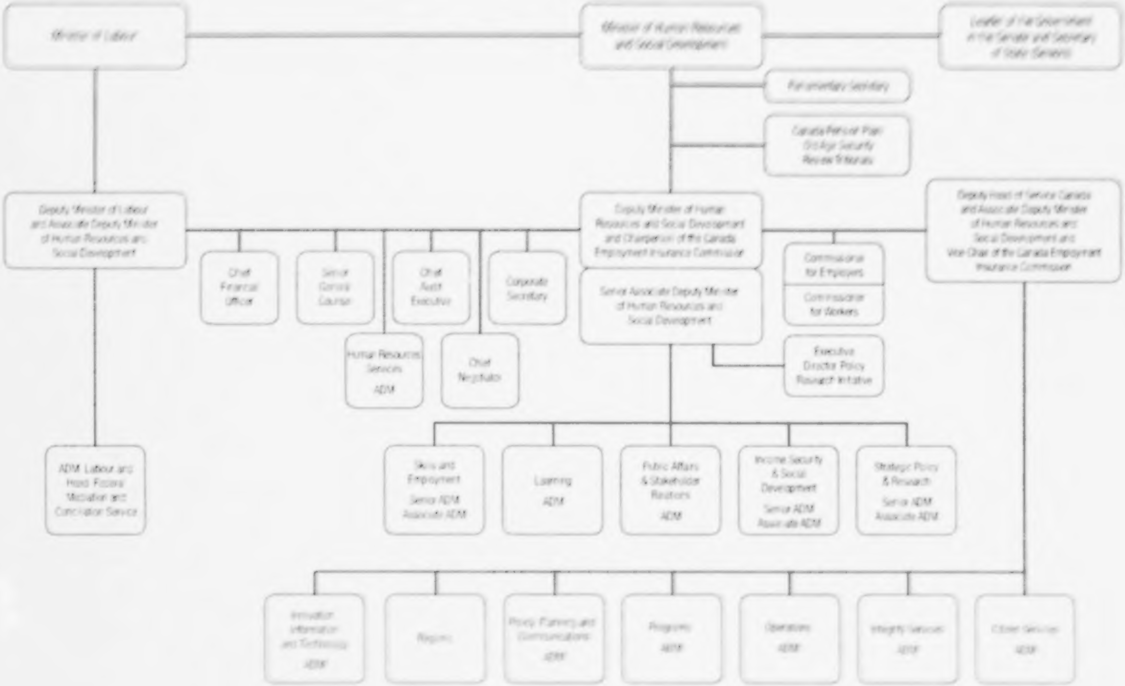
Results for Canadians

Policies and programs that meet the human capital and social development needs of Canadians

Policy, Research and Communications
- Strategic Policy
- Knowledge, Analysis and Evaluation
- Public Affairs and Stakeholders Relations

Organizational Information

Human Resources and Social Development Canada
Departmental Structure


Minister of Labour
Minister of Human Resources and Social Development
Leader of the Government in the Senate and Secretary of State (Seniors)
Parliamentary Secretary
Canada Pension Plan Old Age Security Review Tribunals
Deputy Minister of Labour and Associate Deputy Minister of Human Resources and Social Development
Deputy Minister of Human Resources and Social Development and Chairperson of the Canada Employment Insurance Commission
Deputy Head of Service Canada and Associate Deputy Minister of Human Resources and Social Development and Vice Chair of the Canada Employment Insurance Commission
Chief Financial Officer
Senior General Counsel
Chief Audit Executive
Corporate Secretary
Senior Associate Deputy Minister of Human Resources and Social Development
Commissioner for Employers
Commissioner for Workers
Human Resources Services ADM
Chief Negotiator
Executive Director Policy Research Initiative
ADM Labour and Head Federal Mediation and Conciliation Service
Skills and Employment Senior ADM Associate ADM
Learning ADM
Public Affairs & Stakeholder Relations ADM
Income Security & Social Development Senior ADM Associate ADM
Strategic Policy & Research Senior ADM Associate ADM
Innovation Information and Technology ADM
Regions
Policy Planning and Communications ADM
Programs ADM
Operations ADM
Integrity Services ADM
Citizen Services ADM

Mandate

On February 6, 2006, Human Resources and Skills Development Canada and the former Social Development Canada were consolidated into the Department of Human Resources and Skills Development to be styled Human Resources and Social Development. The powers, duties and functions of the Minister of Social Development were transferred to the Minister of Human Resources and Skills Development, and the Minister was styled as Minister of Human Resources and Social Development. The Minister was also made responsible for the Canada Mortgage and Housing Corporation. Further, a Secretary of State for Seniors was appointed on January 4, 2007 to ensure seniors' issues are adequately addressed.

Until new legislation is enacted, the Minister will rely on the provisions of the *Department of Human Resources and Skills Development Act* and the *Department of Social Development Act* for specific authorities.

The *Department of Human Resources and Skills Development Act* defines the powers, duties and functions of the Minister of Human Resources and Skills Development, the Minister of Labour, and of the Canada Employment Insurance Commission. The legislative mandate of Human Resources and Skills Development is to improve the standard of living and quality of life of all Canadians by promoting a highly skilled and mobile labour force and an efficient and inclusive labour market. The Minister of Human Resources and Skills Development has overall responsibility for the employment insurance system, while the administration of the *Employment Insurance Act* is the responsibility of the Canada Employment Insurance Commission.

The *Department of Human Resources and Skills Development Act* provides for the appointment of a Minister of Labour who is responsible for the *Canada Labour Code* and the *Employment Equity Act*, as well as other legislation on wages and working conditions. The departmental statute provides that the Minister of Labour make use of the services and facilities of the Department. The Act also sets out the mandate of the Minister of Labour to promote safe, healthy, fair, stable, cooperative and productive workplaces.

The *Department of Social Development Canada Act* defines the powers, duties and functions of the Minister of Social Development. The mandate of Social Development Canada is to promote social well-being and security. In exercising the power and performing the duties and functions assigned by this Act, the Minister is responsible for the administration of the Canada Pension Plan, the *Old Age Security Act*, and the National Council of Welfare, and the *Universal Child Care Benefit Act*.

Service Canada operates within the legislative mandate and framework of the current departmental legislation (*Department of Human Resources and Skills Development Act* and the *Department of Social Development Act*). Its mandate is to work in collaboration with federal departments, other levels of government and community service providers to bring services and benefits together in a single service delivery network.

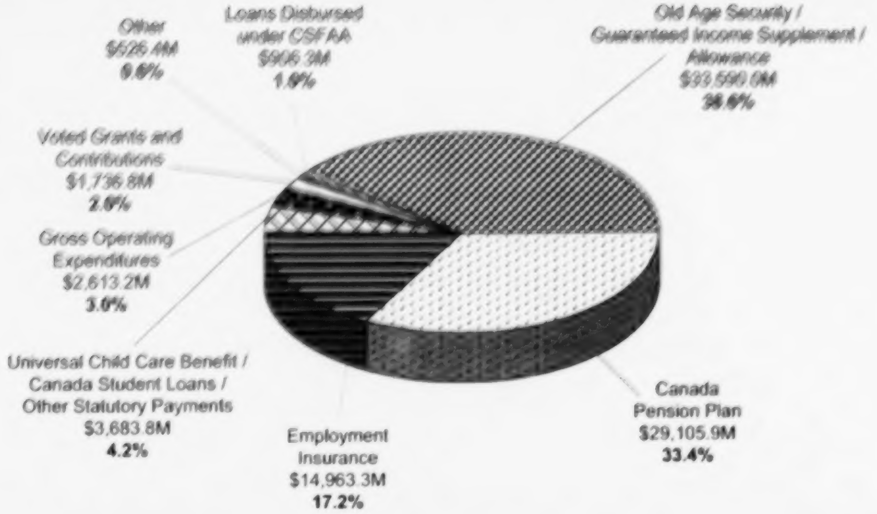
On June 1, 2006, the Policy Research Initiative was transferred from the Privy Council Office to the Department. It leads horizontal research projects in support of the medium-term policy agenda of the Government of Canada and identifies data needs and priorities for future policy development.

2008–2009 Planned Expenditure Profile

Human Resources and Social Development Canada (HRSDC) has planned expenditures on programs and services of more than $87 billion, of which almost $82 billion, or more than 94%, directly benefits Canadians through Employment Insurance, the Canada Pension Plan, Universal Child Care Benefit, Old Age Security, loans disbursed under the *Canada Student Financial Assistance Act* and other statutory transfer payments. The Department has planned spending of $1.7 billion in voted grants and contributions, $37.2 billion in statutory grants and contributions and $2.1 billion for Employment Insurance Part II.

The financial strategy for Service Canada establishes that statutory funds, including Employment Insurance, Canada Pension Plan, Old Age Security and voted grants and contributions related to the delivery of specified programs, is allocated annually by HRSDC.

Consolidated Total $87,125.7M



Human Resources and Social Development Canada – Gross Expenditures (in millions of dollars)

Budgetary		
Net Operating Costs		989.0
Add Recoveries in relation to:		
Canada Pension Plan	246.9	
Employment Insurance (EI) Account	1,277.9	
Workers' Compensation	94.4	
Other Government Departments	5.0	1,624.2
Gross Operating Costs		2,613.2
Voted Grants and Contributions		1,736.8
Total Gross Expenditures		**4,350.0**
Other – Workers' Compensation and EI/CPP Charges and Recoveries		526.4
Non-Budgetary		
Loans disbursed under *Canada Student Financial Assistance Act* (CSFAA)		906.3

Statutory Transfer Payments (in millions of dollars)

Grants and Contributions		
Old Age Security		25,321.0
Guaranteed Income Supplement		7,696.0
Allowance		573.0
Other Statutory Payments:		
Universal Child Care Benefit	2,470.0	
Canada Student Loans	403.2	
Canada Education Savings Grant	588.0	
Canada Learning Bond	34.0	
Registered Disability Savings Plan	115.0	
Wage Earner Protection Program	31.2	
Others	0.1	3,641.5
Sub-Total		**37,231.5**
Canada Pension Plan benefits		29,105.9
Employment Insurance benefits		
Part I	12,827.0	
Part II	2,136.3	14,963.3
Other Specified Purpose Accounts		42.3[a]
Total Statutory Transfer Payments		**81,343.0**

[a] This amount includes payments related to Government Annuities Account and the Civil Service Insurance Fund.

Voted and Statutory Items Displayed in the Main Estimates

2008–2009

Vote	(in millions of dollars)	2008–2009 Main Estimates	2007–2008 Main Estimates
1	Operating expenditures	**606.1**	2,508.9
5	Grants and contributions	**1,675.3**	1,155.8
(S)	Contributions to employee benefit plans	**232.7**	233.7
(S)	Minister of Human Resources and Social Development - Salary and motor car allowance	**0.1**	0.1
(S)	Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec - Salary and motor car allowance	**0.1**	0.1
(S)	Old Age Security Payments	**25,321.0**	24,093.0
(S)	Guaranteed Income Supplement Payments	**7,696.0**	7,413.0
(S)	Universal Child Care Benefit	**2,470.0**	2,460.0
(S)	Canada Education Savings Grant payments to Registered Educations Savings Plans (RESPs) trustees on behalf of RESP beneficiaries to encourage Canadians to save for post-secondary education for their children	**588.0**	540.0
(S)	Allowance Payments	**573.0**	553.0
(S)	Payments related to the direct financing arrangement under the *Canada Student Financial Assistance Act*	**327.9**	366.4
(S)	Canada Study Grants to qualifying full and part-time students pursuant to the *Canada Student Financial Assistance Act*	**142.9**	136.1
(S)	Payments of compensation respecting government employees and merchant seamen	**43.0**	59.0
(S)	Canada Learning Bond payments to Registered Education Savings Plans (RESPs) trustees on behalf of RESP beneficiaries to support access to post-secondary education for children from low-income families	**34.0**	25.0
(S)	The provision of funds for interest and other payments to lending institutions and liabilities under the *Canada Student Financial Assistance Act*	**24.1**	52.9
(S)	The provision of funds for liabilities including liabilities in the form of guaranteed loans under the *Canada Student Loans Act*	**6.8**	8.1
(S)	Civil Service insurance actuarial liability adjustments	**0.2**	0.1
(S)	Supplementary Retirement Benefits - Annuities agents' pensions	**-**	-
(S)	The provision of funds for interest payments to lending institutions under the *Canada Student Loans Act*	**-**	0.1
	Total budgetary	**39,741.2**	39,605.3
(S)	Loans disbursed under the *Canada Student Financial Assistance Act* (Non-Budgetary)	**906.3**	855.7
	Total Department	**40,647.5**	40,461.0

Financial Highlights

Main Estimates

The 2008–2009 Main Estimates total of $40,647.5 million for Human Resources and Social Development Canada (HRSDC) represents a net increase of $186.5 million over the 2007–2008 Main Estimates amount of $40,461.0 million. The major changes are as follows:

- A decrease of $1,902.8 million in net operating expenditures mainly due to:
  - Offsets related to reduction in funding such as:
    - A decrease of $1,926.9 million for Service Canada related to a trust account established in 2007–2008 for the recognition of the experience of residing at an Indian Residential School and its impact. (Common Experience Payments);
    - A decrease of $12.5 million related to Phase I of the Workplace Skills Strategy to support employers and working Canadians in sustained and responsive skills development, addressing real and anticipated gaps, since three year funding is ending in 2007–2008; and
    - A decrease of $3.7 million for Expenditure Review Committee procurement reduction. Further to Budget 2007, across-the-board reductions were applied to departments to implement Cabinet decision to seek cost efficiency savings to offset a portion of the fiscal impact of slower than expected realization of savings from procurement reform.
  - new funding for administration of programs such as:
    - An increase of $19.5 million for Temporary Foreign Worker Program. As per Budget 2007, $118.0 million over 5 years from 2007–2008 to 2011–2012 and $28.0 million on-going for improvements to the Temporary Foreign Worker Program to help employers meet immediate labour and skills shortages and strengthen Program integrity;
    - An increase of $16.1 million related to a transfer from Public Works and Government Services for Public Access Programs Sector. This transfer is for customized info services provided by Public Access Programs Sector on behalf of other departments; and
    - An increase of $3.5 million for the implementation of the EcoAuto Rebate Program to pursue incentives to encourage the purchase of more fuel efficient personal vehicles;
  - As well as an increase of $1.2 million related to the collective agreements.
- An increase of $519.5 million in voted grants and contributions mainly due to:
  - New funding for programs such as:
    - An increase of $500.0 million for Labour Market Strategy for the implementation of the new Labour Market Architecture to enhance the labour market participation among under-represented groups and low-skilled workers;
    - An increase of $18.7 million for Aboriginal Skills and Employment Partnership. As per Budget 2007, new funding to build on the Aboriginal Skills and Employment Partnership Program in order to help Aboriginal people who have been traditionally under-represented in the workplace and who face unique challenges to participating in the workplace;
    - An increase of $14.5 million for Homelessness Partnership Strategy related to a reprofile of funds from 2007–2008 to 2008–2009 of $17.5 million and a transfer to Public Works and Government Services for the Surplus Federal Real Property Initiative of $3.0 million;
    - An increase of $8.0 million for Apprenticeship Incentive Grant. As per Budget 2006, new funding to encourage more Canadians to pursue apprenticeships and reward progression by providing $1,000 per year to apprentices successfully completing their first or second year of an apprenticeship program in a Red Seal Trade; and
    - An increase of $6.9 million for New Horizons for Seniors Program. As per Budget 2007, new funding for the expansion of New Horizons for Seniors Program.
  - The preceding increases are offset by the following reductions:
    - A decrease of $17.7 million to the National Literacy Program since the program has now migrated to the new Adult Learning, Literacy and Essential Skills Program. This integrated program provides a better targeted and more focus approach to help reduce non-financial barriers to adult learning and enhance the development of literacy and essential skills; and

    - A decrease of $12.0 million to the Enabling Fund for Official Language Minority Communities, an initiative that supports the activities of two Official Language Minority Communities networks linked to a total of 25 community organizations, since the initiative received a three year funding ending in 2007–2008. This initiative forms part of the overall Government of Canada Action Plan on Official Languages.

- An increase of $1,519.2 million in statutory program payments, mainly due to:
  - An increase of $1,531.0 million for Elderly Benefits which includes Old Age Security, Guaranteed Income Supplement and Allowance. This increase is explained from changes in the forecasted average rates of payment and in the population. In general, changes in the average Old Age Security, Guaranteed Income Supplement and Allowance benefit rates can be partially attributed to changes in the Consumer Price Index. Elderly benefits are fully indexed quarterly to any rise in the cost of living. Legislation ensures that Elderly benefits will never decrease if the cost of living goes down.
    - Old Age Security – Increase of $1,228.0 million. The forecasted average monthly rate has increased from $477.35 to $489.82, which accounts for $664.5 million. There is also an anticipated increase in the estimated number of beneficiaries from 4,382,379 to 4,505,101 which accounts for an increase of $712.5 million and there is an anticipated increase in the Old Age Security benefit repayment which will reduce the Old Age Security benefit payments by $149.0 million.
    - Guaranteed Income Supplement – Increase of $283.0 million. The forecasted average monthly rate has increased from $378.03 to $396.06 resulting in an increase of $349.6 million. The estimated number of beneficiaries has decreased from 1,634,112 to 1,619,274 accounting for a decrease of $66.6 million. The number of GIS recipients constantly fluctuates from year to year based on a number of factors, including fluctuations in a client's income, the death of the client, or a change in the client's residence status.
    - Allowance Payments – Increase of $20.0 million. The average forecast monthly rate has increased from $449.32 to $473.67, accounting for an increase of $29.2 million. The estimated number of beneficiaries decreased from 102,563 to 100,808, accounting for a decrease of $9.2 million. Like Guaranteed Income Supplement, the number of Allowance recipients constantly fluctuates from year to year based on a number of factors, including fluctuations in a client's income, the death of the client, or a change in the client's residence status.
  - An increase of $48.0 million for Canada Education Savings Grants as result of the changes to Canada Education Savings Grants and contribution limits announced in Budget 2007.
  - An increase of $10.0 million for Universal Child Care Benefit. The increase in expected benefits paid is due to an increase in the projected number of recipients and an increase in take-up rates.
  - An increase of $9.0 million for Canada Learning Bond. As per revised forecast, the participation rate for the Canada Learning Bond is steadily increasing. Better than expected performance in 2006–2007 has continued into 2007–2008, promotional activities seem to be having a positive response.
  - An increase of $0.1 million related to other items.
  - A decrease of $61.9 million in Canada Student Loans Program as a result of:
    - A decrease of $38.5 million is related to Direct Financing under the *Canada Student Financial Assistance Act* mainly due to a reduction in program costs which has led to a reduction in alternative payments;
    - A decrease of $28.8 million in the provision of funds for interest and other payments as a result of a reduction in the projection of the loans in study portfolio as well as a reduction of the assumption regarding the proportion of loans going into debt reduction in order to align projection with actual results;
    - A decrease of $1.4 million related to liability under the *Canada Student Loans Act*. The reduction in expenditures is linked to the overall decrease in the value of the guaranteed loans' portfolio; and

  - An increase of $6.7 million for Canada Study Grants mainly due to the fact that the Canada Student Loans Program is still experiencing higher than expected take-up of the Canada Access Grant program. There is also a greater utilization of Low Income and Permanent Disability Access grants than originally forecasted.
- A decrease of $16.0 million is related to Workers' Compensation Payments. The variance is mainly due to projected increases in recoveries based on previous year trend analysis as well as increased costs due to a Chronic Pain Decision rendered by the Nova Scotia Workers' Compensation Board.
- A decrease of $1.0 million in contribution to the employee benefit plans.
- An increase of $50.6 million in non-budgetary payments related to the loans negotiated under the *Canada Student Financial Assistance Act*, from $855.7 million to $906.3 million as a result of a $29.4 million increase in loans disbursed due to higher than forecasted uptake on Budget 2004 measures intended to ease the transition to post-secondary education and by a $21.2 million decrease in loan repayments due to higher utilization of debt management measures through which students are not required to repay their student loans.

Planned Spending and Full-Time Equivalents

	Forecast	Planned Spending		
	2007–2008	**2008–2009**	2009–2010	2010–2011
Program Activities (millions of dollars)				
Budgetary Main Estimates				
Policy, Research and Communications	196.6	**185.0**	168.0	168.3
Labour Market	578.1	**1,327.1**	1,259.4	1,244.3
Workplace Skills	209.0	**273.9**	259.8	240.3
Learning	1,244.2	**1,190.3**	1,188.3	1,190.8
Labour	239.3	**237.9**	247.6	252.3
Social Investment	32,492.3	**33,783.7**	35,288.8	36,874.7
Children and Families	2,481.2	**2,488.3**	2,499.1	2,504.3
Housing and Homelessness [a]	144.5	**165.6**	1.2	1.2
Seamless, Citizen-Centred Service	2,475.0	**594.1**	589.9	592.0
Integrity	1,028.8	**880.2**	876.2	876.1
Collaborative, Networked Government Service	228.2	**232.4**	232.7	232.8
Gross Budgetary Main Estimates	41,317.2	**41,358.5**	42,611.0	44,177.1
Less: Respendable Revenue	1,711.9	**1,617.3**	1,616.8	1,618.7
Net Budgetary	39,605.3	**39,741.2**	40,994.2	42,558.4
Non-Budgetary				
Loans disbursed under *Canada Student Financial Assistance Act*	855.7	**906.3**	733.2	617.6
Adjustments:				
Supplementary Estimates (A)				
Voted Items				
Canada Summer Jobs 2007	45.0	-	-	-
National Homelessness Initiative - Reprofile	25.1	-	-	-
Temporary Foreign Worker Program	15.9	-	-	-
Government Advertising Plan	14.2	-	-	-
New Horizons for Seniors Program	8.2	-	-	-
Cree Regional Authority	7.2	-	-	-
EcoAuto Rebate Program	6.3	-	-	-
Aboriginal Skills and Employment Partnership Program	5.0	-	-	-
Foreign Credential Referral Office	4.2			
Transfer from Canada Revenue Agency - Funding related to National Collections Services and Collection Litigation and Advisory Services - Technical adjustment	1.0	-	-	-
Public Service Modernization Act	0.9	-	-	-
Federal Accountability Act - Evaluation Resources	0.4	-	-	-
Forest Industry Competitive Strategy (Sector Council Program)	0.3	-	-	-
Cabinet Directive on Streamlining Regulation	0.1			
Advance payments to former Indian Residential Schools students	(82.6)	-	-	-
Transfer from Public Works and Government Services Canada of programs and activities related to the Public Access Programs Sectc.	16.1	-	-	-
Transfer from Public Health Agency of Canada to support the development of an Atlas on Country Resources for Intellectual Disabilities	0.1	-	-	-
Transfer to the Department of Finance Canada for the Restoring Fiscal Balance Advertising Project	(0.1)	-	-	-
Transfer to Citizenship and Immigration Canada for the Metropolis Project	(0.1)	-	-	-
Transfer to Public Service Human Resources Management Agency of Canada to support the National Managers' Community	(0.2)	-	-	-
Transfer to Public Works and Government Services Canada related to the Homelessness Partnering Strategy	(3.0)	-	-	-
Sub-Total Supplementary Estimates (A)	64.0	-	-	-

Planned Spending and Full-Time Equivalents *(continued)*

	Forecast	Planned Spending		
	2007–2008	**2008–2009**	2009–2010	2010–2011
Supplementary Estimates (B)				
Voted Items				
Enabling Accessibility Fund	10.0	-	-	-
Write-Off Debt due to the Crown for Canada Student Loans Direct Financing	0.4	-	-	-
Targeted Initiative for Older Workers - Reprofile	(10.4)	-	-	-
Transfer to Canadian Heritage for Action Canada (Youth Employment Strategy)	(0.2)	-	-	-
Transfer from Canadian Heritage for Interdepartmental Partnership with Official Language Communities	0.1	-	-	-
Sub-Total - Voted Items	(0.1)	-	-	-
Statutory Items - Budgetary				
Canada Education Savings Grant	42.0	-	-	-
Guaranteed Income Supplement	36.0	-	-	-
Canada Study Grants	17.6	-	-	-
Canada Learning Bond	3.0	-	-	-
Liabilities under the *Canada Student Loans Act*	0.5	-	-	-
Risk Shared Loans	(8.4)			
Allowance Payments	(12.0)	-	-	-
Direct Financing Arrangement	(35.3)	-	-	-
Old Age Security	(52.0)	-	-	-
Sub-Total - Statutory Items	(8.6)	-	-	-
Statutory Items - Non-Budgetary				
Loans disbursed under the *Canada Student Financial Assistance Act*	78.4	-	-	-
Sub-Total Supplementary Estimates (B)	69.7	-	-	-
Others				
Treasury Board Vote 10 - Internal Audit Policy	1.7	-	-	-
Treasury Board Vote 15 - Collective Agreements	1.7	-	-	-
Treasury Board Vote 22 - Carry Forward	27.8	-	-	-
Freezes	(69.1)	-	-	-
Employee Benefit Plan Adjustments	6.1	-	-	-
Sub-Total - Others	(31.8)	-	-	-
Planned Spending Items:				
Budget 2006				
Wage Earner Protection Program [b]	n/a	**34.7**	34.7	34.7
Budget 2007				
Registered Disability Savings Plan [c]	n/a	**115.0**	165.0	210.0
Enabling Accessibility Fund	n/a	**20.0**	15.0	-
Other				
Enabling Fund for Official Language Minority Communities	n/a	**13.8**	-	-
Canada Summer Jobs (Youth Employment Strategy)	n/a	**29.0**	29.0	29.0
Contact Centre Development (Service Canada Cornwall Centre)	n/a	**1.3**	1.4	1.0
Understanding the Early Years	n/a	**3.6**	(2.7)	(1.0)
Workers' Compensation - Technical Adjustement	n/a	**(1.2)**	(1.4)	(1.9)
Adjustment Employee Benefit Plan to 17.5%	n/a	**(0.1)**	(0.1)	(0.2)
Total Planned Spending Items:	n/a	**216.1**	**240.9**	**271.6**
Total Planned Spending (Net)	40,562.9	**40,863.6**	41,968.3	43,447.6
Specified Purpose Accounts				
Employment Insurance	16,180.4	**16,704.2**	17,298.9	17,786.8
Canada Pension Plan	28,085.8	**29,674.4**	31,299.6	33,039.2
Other Specified Purpose Accounts	45.1	**42.3**	39.7	37.3
Departmental Employee Benefit Plan recoverable from Employment Insurance Account and Canada Pension Plan	(161.3)	**(158.8)**	(158.8)	(159.1)
Total HRSDC Consolidated	84,712.9	**87,125.7**	90,447.7	94,151.8
Less: Non-Respendable Revenue	703.3	**782.8**	852.0	906.9
Plus: Cost of services received without charge	33.3	**38.1**	36.8	37.0
Total HRSDC	84,042.9	**86,381.0**	89,632.5	93,281.9
Full Time Equivalents	23,759	**24,215**	23,882	23,938

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[a] Within the portfolio, Human Resources and Social Development focuses on Homelessness and Canada Mortgage and Housing Corporation focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

[b] Funding for this item has not yet been approved by Treasury Board. The Treasury Board submission is scheduled for June 2008.

[c] Funding for this item has not yet been approved by Treasury Board. The Treasury Board submission is scheduled to be heard in April 2008.

Forecasts 2007-2008 to Planned Spending 2008-2009

Consolidated spending under Human Resources and Social Development authorities is expected to be $87,125.7 million in 2008-2009. This represents an increase of $2,412.8 million over the 2007-2008 forecasts of $84,712.9 million. The variance is mainly due to:

- a decrease of $1,896.7 million in net operating expenditures mainly due to:
  - Offsets related to reduction in funding such as:
    - a decrease of $1,844.3 million for Service Canada related to a trust account established in 2007-2008 for the recognition of the experience of residing at an Indian Residential School and its impact. (Common Experience Payments);
    - a decrease of $27.8 million related to operating budget carry forward funding in 2007-2008;
    - a decrease of $12.7 million related to reduced funding of the Government Advertising Plan;
    - a decrease of $12.5 million related to Phase I of the Workplace Skills Strategy to support employers and working Canadians in sustained and responsive skills development, addressing real and anticipated gaps, since three year funding is ending in 2007-2008; and
    - offset by an increase of $0.6 million for other items.
- a decrease of $0.4 million for write-off of debt due to the Crown for Canada Student Loans Direct financing in 2007-2008.
- an increase $558.3 million in voted grants and contributions due to the following:
  - new funding for programs such as:
    - $500.0 million for Labour Market Strategy for the implementation of the new Labour Market Architecture to enhance the labour market participation among under-represented groups and low-skilled workers;
    - $17.3 million for Aboriginal Skills Employment Partnering Program. As per Budget 2007, new funding to build on the Aboriginal Skills and Employment Partnership Program in order to help Aboriginal people who have been traditionally under-represented in the workplace and who face unique challenges to participating in the workplace;
    - $9.9 million for the Homelessness Partnering Strategy related to reprofiles from previous years;
    - $8.0 million for the Apprenticeship Incentive Grant. As per Budget 2006, new funding to encourage more Canadians to pursue apprenticeships and reward progression by providing $1,000 per year to apprentices successfully completing their first or second year of an apprenticeship program in a Red Seal Trade;
    - $8.0 million for the Enabling Accessibility Fund to support community-based projects across Canada that improve accessibility and enable Canadians, regardless of physical ability, to participate in and contribute to their community and the economy; and
    - $15.1 million for other programs.
- An increase of $1,669.8 million in statutory program payments, mainly due to:
  - an increase of $1,559.0 million for Elderly benefits which includes Old Age Security (increase of $1,280.0 million), Guaranteed Income Supplement (increase of $247.0 million) and Allowance (increase of $32.0 million). This increase is explained from changes in the forecasted average rates of payment and in the population. In general, changes in the average Old Age Security, Guaranteed Income Supplement and Allowance benefit rates can be partially attributed to changes in the Consumer Price Index. Elderly benefits are fully indexed quarterly to any rise in the cost of living. Legislation ensures that Elderly benefits will never decrease if the cost of living goes down.
  - an increase of $115.0 million for Registered Disability Savings Plan announced in Budget 2007. This new plan will help parents to save for ensuring the long-term financial security of a child with a severe disability.
  - an increase of $31.2 million related to the Wage Earner Protection Program, which is designed to pay certain employees of bankrupt companies their unpaid wages and vacation pay up to $3,000.
  - increased funding of $10.0 million for Universal Child Care Benefits. The increase in expected benefits paid is due to an increase in the projected number of recipients and an increase in take-up rates.

  - an increase of $6.0 million to the Canada Education Savings Grant.
  - an increase of $6.0 million to the Canada Learning Bond. As per revised forecast, the participation rate for the Canada Learning Bond is steadily increasing.
  - a decrease of $36.2 million in Canada Student Loans Program as a result of:
    - a decrease of $3.1 million related to Direct Financing under the *Canada Student Financial Assistance Act* due to a reduction in program costs which has led to a reduction in alternative payments;
    - a decrease of $1.8 million in liabilities under the *Canada Student Loans Act*. The reduction in expenditures is linked to the overall decrease in the value of the guaranteed loans' portfolio;
    - a decrease of $20.4 million in the provision of funds for interests and other payments under the *Canada Student Financial Assistance Act* as a result of a reduction in the projection of the loans in study portfolio as well as a reduction of the assumption regarding the proportion of loans going into debt reduction in order to align projection with actual results; and
    - a decrease of $10.9 million of the Canada Study Grant;
  - a decrease of $16.0 million in Workers' Compensation. The variance is mainly due to projected increases in recoveries based on previous year trend analysis as well as increased costs due to a Chronic Pain Decision rendered by the Nova Scotia Workers' Compensation Board.
  - a decrease of $5.2 million in contribution to the employee benefit plans.
- a net decrease of $27.8 million in non-budgetary payments for loans disbursed under the *Canada Student Financial Assistance Act*.
- an increase of $523.8 million for planned Employment Insurance Account mainly due to an increase in forecasted Employment Insurance Part I benefits.
- an increase of $1,588.6 million to the Canada Pension Plan. The increase is mainly due to increases in benefits, which reflect forecasts of client population and average benefit payments.
- a decrease of $2.8 million to other specified purpose accounts (Government Annuities Account and Civil Service Insurance Fund).

Planned Spending 2008–2009 to Planned Spending 2009–2010

For 2009–2010, the department's consolidated planned spending is anticipated to be $90,447.7 million, which represents an increase of $3,322.0 million from the 2008–2009 planned spending. The major changes are as follows:

- a net decrease of $48.2 million in operating expenditures, mainly due to reductions in funding for the following initiatives:
  - $22.2 million for the Homelessness Partnering Strategy which was approved for two years;
  - $6.3 million for surveys for which contractual requirements are reduced in 2009–2010;
  - $3.6 million for Understanding the Early Years;
  - $3.3 million related to the EcoAuto Rebate Program;
  - $2.6 million in Trades and Apprenticeship Strategy;
  - $2.5 million in Aboriginal Human Resources Development Strategy; and
  - $7.7 million for other items.
- a decrease of $225.7 million in voted grants and contributions, mainly due to decreases related to the multi-year funding profile for the following initiatives:
  - $123.8 million for the Homelessness Partnering Strategy, which was approved for two years;
  - $37.3 million in Targeted Initiative for Older Workers;
  - $22.5 million in Aboriginal Human Resources Development Strategy;
  - $12.0 million in Enabling Fund for Official Language Minority Communities;
  - $9.2 million in Aboriginal Skills Employment Partnership;
  - $9.1 million in Workplace Skills Initiative;
  - $8.9 million in Foreign Credential Referral Office; and
  - $2.9 million for other items.
- an increase of $1,551.7 million in statutory payments mainly related to:
  - $1,500.0 million for Elderly benefits which include Old Age Security (increase of $1,198.0 million), Guaranteed Income Supplement (increase of $278.0 million) and Allowances (increase of $24.0 million);
  - $50.0 million for the Registered Disability Savings Plan;
  - $10.0 million for the Universal Child Care Benefits;

  - $7.0 million for the Canada Learning Bond;
  - $3.0 million for the Canada Education Savings Grant;
  - $1.0 million for Federal Workers' Compensation;
  - offset by decreases of $16.0 million in Canada Student Loans Program and of $3.3 million in contribution to employee benefit plans.
- a net decrease of $173.1 million in non budgetary payments for loans disbursed under the *Canada Student Financial Assistance Act* which is primarily due to the impact of loan reimbursements from borrowers in the loan portfolio;
- an increase of $594.7 million for the Employment Insurance Account mainly due to an increase in forecasted EI Part I benefits;
- an increase of $1,625.2 million to the Canada Pension Plan mainly due to an increase in forecasted Canada Pension Plan benefits of $1,622.1 million; and
- a decrease of $2.6 million in the payments and other charges related to the Government Annuities Account.

Planned Spending 2009-2010 to Planned Spending 2010-2011

For 2010-2011, the department's consolidated planned spending is anticipated to be $94,151.8 million, which represents an increase of $3,704.1 million from the 2009-2010 planned spending. The major changes are as follows:

- a net decrease of $1.6 million in operating expenditures;
- a decrease of $49.2 million in voted grants and contributions, mainly due to decreases related to the multi-year funding profile for the following initiatives:
  - $20.9 million for Workplace Skills Initiative;
  - $13.5 million for the Enabling Accessibility Fund;
  - $9.9 million in Aboriginal Human Resources Development Strategy;
  - $4.1 million for Kativik Regional Government; and
  - $0.8 million for other items.
- an increase of $1,645.4 million in statutory payments mainly related to:
  - $1,592.0 million for Elderly benefits which include Old Age Security (increase of $1,279.0 million), Guaranteed Income Supplement (increase of $290.0 million) and Allowances (increase of $23.0 million);
  - $45.0 million for the Registered Disability Savings Plan;
  - $7.0 million for the Canada Learning Bond; and
  - $5.0 million for the Universal Child Care Benefits;
  - $2.0 million for the Canada Education Savings Grant;
  - $2.0 million for the Federal Workers' Compensation;
  - offset by a decrease of $7.6 million in the Canada Student Loans Program.
- a net decrease of $115.6 million in non budgetary payments for loans disbursed under the *Canada Student Financial Assistance Act* which is primarily due to the impact of loan reimbursements from borrowers in the loan portfolio;
- an increase of $487.9 million for the Employment Insurance Account mainly due to an increase in forecasted Employment Insurance Part I benefits of $480.0 million;
- an increase of $1,739.6 million to the Canada Pension Plan mainly due to an increase in forecasted Canada Pension Plan benefits of $1,738.1 million; and
- a decrease of $2.4 million in the payments and other charges related to the Government Annuities Account.

Financial and Human Resources Summary Information

	Planned Spending		
	2008–2009	2009–2010	2010–2011
Financial Resources (In millions of dollars)			
Operating Expenditures (gross)	2,613.2	2,540.1	2,538.4
Voted Grants and Contributions	1,736.8	1,511.2	1,461.9
Statutory Grants and Contributions	37,231.5	38,805.4	40,453.8
Total Gross Expenditures	**41,581.5**	**42,856.7**	**44,454.1**
Loans disbursed under the *Canada Student Financial Assistance Act*	906.3	733.2	617.6
Canada Pension Plan Benefits	29,105.9	30,728.0	32,466.1
Employment Insurance Part I - Income Benefits	12,827.0	13,435.0	13,915.0
Employment Insurance Part II - Employment Benefits and Support Measures	2,136.3	2,136.3	2,136.3
Government Annuities and Civil Service Insurance Payments	42.3	39.7	37.3
Total HRSDC	**86,599.3**	**89,928.9**	**93,626.4**
Other Departmental Costs			
Employment Insurance Doubtful Accounts	106.0	111.0	115.0
Employment Insurance Administration Costs - Other Government Departments	227.4	213.2	214.9
Canada Pension Plan Administration Costs - Other Government Departments	292.4	296.0	298.9
Workers' Compensation and Public Access Programs Sector Recoveries	(99.4)	(101.4)	(103.4)
Consolidated Total	**87,125.7**	**90,447.7**	**94,151.8**
Human Resources			
Full Time Equivalents	24,215	23,882	23,938

Program Activities by Strategic Outcome

Summary Information

	Planned Spending (in millions of dollars)		
	2008–2009	2009–2010	2010–2011
Strategic Outcome: Policies and programs that meet the human capital and social development needs of Canadians			
- Policy, Research and Communications	185.2	168.3	168.3
Strategic Outcome: Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning			
- Labour Market	16,375.7	16,899.5	17,361.9
- Workplace Skills	273.8	259.8	240.3
- Learning	2,096.6	1,921.5	1,808.4
Sub-Total	**18,746.1**	**19,080.8**	**19,410.6**
Strategic Outcome: Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards			
- Labour	271.4	280.9	285.1
Strategic Outcome: Enhanced income security, access to opportunities and well-being for individuals, families and communities			
- Social Investment	63,028.0	66,193.8	69,549.9
- Children and Families	2,488.2	2,499.1	2,504.3
- Housing and Homelessness [a,b]	165.6	1.2	1.2
Sub-Total	**65,681.8**	**68,694.1**	**72,055.4**
Strategic Outcome: Achieve better outcomes for Canadians through service excellence (Service Canada)			
- Seamless, Citizen-Centred Service	602.2	595.9	598.2
- Integrity	880.2	876.2	876.0
- Collaborative, Networked Government Service	232.4	232.7	232.8
Sub-Total	**1,714.8**	**1,704.8**	**1,707.0**
TOTAL	**86,599.3**	**89,928.9**	**93,626.4**

[a] A new program, the Homelessness Partnering Strategy, was announced in December 2006 and is funded for two years (2007–2008 and 2008–2009).

[b] Within the portfolio, Human Resources and Social Development Canada focuses on Homelessness and Canada Mortgage and Housing Corporation focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

2008–2009 Departmental Priorities

The priorities of HRSDC for 2008–2009 are grouped under three main categories.

- Policy and programs
- Service delivery
- Management priorities

The focus of these priorities is a result of an ongoing assessment of the economic, social, policy and operating environment in which the department operates.

Policy and Programs

HRSDC has an important role to play in ensuring Canadians are provided the flexibility and opportunity to reach their full potential and participate to their fullest in a competitive and productive economy. It also has a role to play in supporting the most vulnerable Canadians that cannot work.

Over the past decade and a half, Canada has experienced sustained and widespread economic growth, which has resulted in overall strong job creation. This continued strength in the Canadian economy has provided opportunity to Canadians, increased employment rates and contributed to significant declines in poverty rates.

However, major factors on the economic landscape, such as increasing global competition and the accelerated pace of technological change, as well as social changes including the aging and increased diversity of the Canadian population and changes in form and roles of families are creating significant challenges that continue to drive the priorities of the department.

Context

A rising global demand for many of the industrial materials that Canada exports, especially energy, has pushed the prices for these goods higher, increased income and spurred major new investments in Canada's resource sector. The shift of manufacturing to low-cost economies, China in particular, has driven down prices and increased real purchasing power. The significant and rapid appreciation of the Canadian dollar compared to its American counterpart contributed to further lowering the prices of consumer goods for Canadians and improving purchasing power. Furthermore, this appreciation has allowed Canadian businesses to import productivity-enhancing business machinery and equipment at lower prices. The emergence of China (and, to a lesser degree, India) has also opened up large markets for Canadian goods and created new business opportunities for Canadian firms.

Strong job creation has led to the lowest national unemployment rate in over 30 years. This fuels further income and expenditure growth by Canadians. However, the pace of job creation has started to test the limits of the Canadian population to provide the necessary workers. An increasing number of firms are reporting that they are unable to find all the workers they need, and not just high-skilled workers, in spite of the fact that labour force participation is near an all-time high.

This rising tide of growth and job creation since the mid-1990s has benefited younger and older workers in particular, who were among the hardest hit by the economic slowdown of the early 1990s. Vulnerable groups such as Aboriginal peoples, people with disabilities, lone parents and immigrants, have nevertheless also seen their employment prospects improve since the mid-1990s despite the fact that labour force participation and employment rates remain lower than the national average.

It is important to note that there were uneven regional and sectoral impacts reflecting the country's diverse regional economic structures and that the benefits of a strong economy have not been equally shared by Canadians of varying backgrounds. On the one hand, most sectors in the West have been booming, as a result of soaring energy prices, and strong business investment in new sources of supply. On the other hand, certain sectors located chiefly in central Canada and in rural regions in British Columbia, have suffered from the appreciation of the Canadian dollar and higher energy costs. For example, the Canadian manufacturing sector continues to shed jobs as a result of the rising dollar and falling international prices for manufactured goods. Forestry has also been adversely affected by the higher Canadian dollar and by the burgeoning troubles in the U.S. housing market.

As a result, strong growth has led to increases of per-capita personal disposable income but increases in hourly wage rates have grown at a much slower pace. Particularly worrisome is the fact that real average annual earnings of the bottom 50 per cent of earners have remained virtually unchanged since 1976.

Some families have made gains, in large measure, through rising employment opportunities. The continued increase of family work effort in paid employment that stems from the increased labour force participation of women and the commensurate increase in dual-earner families have resulted in modest income gains. Gains were made even among the bottom 50 per cent of families, which has contributed to reducing the rate of low-income among children. Despite these gains, many Canadians have not managed to break free from poverty. In fact, many Canadians remain vulnerable, among them adults with disabilities, recent immigrants, Aboriginal peoples, and lone parents. And they are not alone. A significant number of Canadians continue to experience poverty despite considerable work effort and consistent attachment to the labour force.

In the face of an aging society, increasing pressure will also be placed on families to meet their caregiving responsibilities. In this context, attention will need to be given to supporting Canadians who are engaged in these activities to ensure that they can adequately balance these responsibilities while maintaining their capacity to fully participate in the economic and social fabric of Canadian society.

Going forward, improving the opportunities for all Canadians by helping them to acquire the skills and knowledge that they require will not only raise the overall productivity of the workforce but also ensure that they can seize opportunities, share in Canada's future prosperity and become more self sufficient. Additionally, increasing choice through supports for Canadians and their families that help relieve some of the time and financial pressures Canadians face will build resiliency and increase independence.

Aboriginal people often face multiple barriers to their successful labour market participation – including low literacy and essential skills and access to training or education required by employers. The Aboriginal population is also young and growing at a much faster rate than the general Canadian population (a 22% increase between 1996 and 2001), particularly in the North and West, with a large majority living in Western Canada. [1] The population growth is most rapid among the age group seeking work skills, post-secondary education and first jobs. It is estimated that about half of all Aboriginal people are under the age of 25 and that over the next twenty years about 400,000 Aboriginal people will be ready to enter the workforce.

In Canada there are 3.6 million Canadians or 12.4% of the population that have a disability.[2] This includes 181,000 children, 1.5 million seniors and 1.9 million working-age adults. These numbers are expected to increase as the population ages. Canada is not fully benefiting from the employment potential, skills and talents of people with disabilities, and people with disabilities in Canada are not living to their fullest potential: 44% of people with disabilities were participating in the labour market, compared with 74% of people without disabilities. Another concern is that many people with disabilities live in poverty (23% of people aged 16–64 with disabilities lived in low income, compared to 14% of people without disabilities in 2001).

Strong economic growth and job creation have been accompanied by significant changes in the workplace. These changes are rooted in a number of factors. First, globalization has produced competitive pressures but also great opportunities. These pressures lead employers to seek flexibility to adjust their workforce size in response to shifting conditions and cause employees to seek increased job security. And both Canadian employers and workers want protection from undercutting by companies in other countries that may be tempted to gain a competitive edge by violating their own workers' labour rights.

Second, demographic changes – notably the growth in dual-income families, Canada's rising diversity as a result of immigration, the aging population and tight labour market, and growing elder care responsibilities – have increased worker demands for flexible work arrangements, a workplace that accommodates diversity, and work-life balance. At the same time, these changes have contributed to employer concerns about recruiting and retaining a qualified and motivated workforce.

Third, technological advancements have facilitated responses to employers' needs with respect to productivity and worker needs for flexibility – by allowing employees to produce more quickly and, sometimes, from a larger number of locations – but have also been perceived as aggravating pressures on work-life balance

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[1] 2001 Census: analysis series Aboriginal peoples of Canada: A demographic profile, Statistics Canada

[2] 2001 Participation and Activity Limitation Survey, Statistics Canada

One result of such factors is growth in non-standard employment. Self-employed, part-time, and temporary workers now account for about 32 percent of the Canadian workforce. A disproportionate share of these workers has low earnings and limited or no access to non-wage benefits, and many may not be covered by labour legislation, even though they may be similar to regular employees in that they are economically dependent on a single client. Another impact has been an increased emphasis in Canadian workplaces on strategies that help attract and integrate individuals from a wide range of backgrounds and with a variety of needs; examples include policies related to work-life balance, employment equity, and disability management/return-to-work.

Another consequence of these factors has been the need for employers, unions, and employees to work together to ensure that Canadian workplaces are able to respond to a rapidly-changing environment in ways that provide flexibility to employers while protecting the rights and working conditions of employees. This, in turn, requires heightened emphasis, attention, and skills in negotiations and problem-solving. A final effect has been increased attention, in the context of trade liberalization, to the importance of enhancing respect for, and application of, core international labour standards.

Canada's ability to attract new immigrants in the past has been a strong mitigating force to counterbalance slowing labour force growth. For some time now, immigrants have been an important source of labour force growth. Canada is now facing increased competition for skilled labour from a growing number of countries including China and India and is also facing challenges in retaining skilled immigrants who are already established in Canada. It is expected that due to a smaller labour pool in coming years, employers will face increasing competition to hire and retain workers, particularly those considered skilled workers.

In this context, it is important to note that too many immigrants continue to face challenges in adapting to the Canadian setting, and many immigrants have difficulties integrating into the Canadian workforce. Their employment rates are still below those of other Canadians, and their relative earnings, particularly for the university-educated, are lower. Credential recognition is an important component to immigrants' ability to find rewarding work and to integrate into Canadian society. A lack of adequate literacy skills in Canada's official languages also represents a significant challenge for many immigrants entering the Canadian labour market.

Although Canada's productivity performance has improved somewhat since 1997, productivity growth and level still lag considerably behind that of the United States and most other G7 countries. Productivity growth requires a continued investment in a highly skilled and adaptable workforce. Economies endowed with a skilled labour force are better able to create and make effective use of new technologies. Despite having one of the most highly educated workforces and the highest share of post-secondary degree holders in all of the OECD, other countries are quickly catching up and some countries already perform better in certain categories.

In addition, the educational attainment of certain sub-groups of the population is still lagging. High school completion rates among Aboriginal people, for example, are quite low and this constitutes a major barrier to their success in society and in labour markets. A substantial portion of Canada's adult population does not have the literacy and numeracy skills to cope with the demands of everyday life and work in an advanced society. Some of these individuals are older, less educated people who will be approaching retirement age. Others are younger and better educated, but in need of skills upgrading. Another group facing challenges with regard to skills is highly-educated recent immigrants who display low levels of official language skills.

Too many families, particularly those headed by lone-parents, are increasingly relying on the shelter system and an estimated 65,000 youth are homeless. For many, homelessness is the result of a combination of serious financial problems, unemployment and family instability or abuse. Some, particularly among the chronically homeless, suffer from mental health or substance abuse problems.

Associated Risks

The growing and diverse range of funding instruments and service delivery partners poses a risk to the Department's ability to enhance delivery of responsive policies, programs and services to Canadians.

The Department is responsible for the administration and delivery of a wide range of statutory programs and services across a broad mandate, in addition to providing Canadians with access to a full range of government services and benefits. Public expectations for increased accountability, effective programs and efficient service continue to rise and require effective dialogue, consultation and outreach.

Grant and contribution programs are an important instrument for the Department to achieve its objectives. As a result of the Blue Ribbon Panel and other review mechanisms, efforts continue to determine the optimal model to create a modern and coherent department-wide strategic approach to assessing, managing and mitigating grant and contribution program risks, balanced with program effectiveness and accountability.

Challenges remain in ensuring communication and flow of information between the policy development, program design and service delivery dimensions of the Department's activities. HRSDC's relations with provinces and territories will be influenced by the federal government's new approach to provinces and territories for post-secondary education and training, new labour market agreements and other social policy priority areas. The infrastructure capacity of provinces and territories, and the sustained engagement to ensure a flow of information in support of program outcomes and accountability, could affect the Department's ability to implement effective policies and meet Canadians' expectations.

To respond to these challenges effectively, the Department establishes and maintains productive partnerships to ensure greater coherence of the national labour market and social development agenda and to effectively deliver on government priorities.

Service Canada is also working to develop and implement client driven service strategies to improve and ensure uninterrupted delivery of core services such as Employment Insurance, Canada Pension Plan, and Old Age Security, as well as increase the performance of its service delivery channels, supported by better information management and the use of technology.

Finally, HRSD continues to review its performance measurement framework to support effective accountability and public reporting.

Priorities for 2008–2009

In this complex environment, HRSDC plays an important role in ensuring that Canada's economy remains competitive and productive, and that Canadians can participate in the economy and society. In 2008–2009, the Department will focus its efforts on: strengthening the knowledge advantage that will drive economic growth in years to come; and ensuring measures are in place to support children, families and those who are most vulnerable in society.

Building the Knowledge Advantage

In 2006, the Government launched *Advantage Canada: Building a Strong Economy for Canadians*, a long-term, economic plan for Canada. HRSDC is contributing to this plan through the implementation of the Knowledge Advantage agenda, which sets a goal for Canada to achieve the best-educated, most-skilled and most flexible workforce in the world. The Department will contribute to this by facilitating increased participation of Canadians and new immigrants in the labour market, continuing to achieve a higher quality and more productive workforce through better access to skills development and education, and by facilitating labour market adjustments through mobility, as well as providing Canadians with access to timely and accurate labour market information.

The Department recognizes that it cannot achieve its objectives by working alone. It must continue to work in collaboration with provinces, territories, partners and key stakeholders building on each others' strengths and capacity to deliver results for Canadians. As set out in Budget 2007, a key feature of this approach is the implementation of a new labour market training architecture with provinces and territories, which recognizes that provinces and territories are best placed to design and deliver labour market training to most Canadians. Accordingly, the Department is pursuing a three part approach: working towards the full transfer of EI Part II programming to provinces and territories; negotiating new labour market agreements; and exploring the feasibility of transferring existing federal labour market programs to provinces and territories.

Further, HRSDC will support government commitments to improve the governance and management of the Employment Insurance (EI) Account, ensuring the Program continues to help

Canadian workers to adjust to changing labour market conditions, as well as operate in an effective and efficient manner.

The Department will support workplace training for Canadians by working with provinces, territories and the private sector to make training and skills development more widely available to Canadian workers and better aligned with the needs of the economy. HRSDC will continue to encourage skills development and training in Canadian workplaces and to invest in the development of tools and other support mechanisms to raise literacy and essential skills of Canadians.

The Department will continue to work closely with other federal departments and industry stakeholders to develop strategies to adjust to changing circumstances, including in traditional industries and helping communities take advantage of existing and emerging opportunities. It will also improve the quality of industry-driven approaches with regard to workplace skills by supporting sectoral initiatives and developing the next phase of the Trades and Apprenticeship Strategy.

Enhancing skills of Aboriginal people will also be a focus for HRSDC. The department will strengthen partnerships which help Aboriginal people obtain the skills and training they require, thereby enabling them to take advantage of job prospects in the North and across Canada. It will also develop options for a new Aboriginal labour market strategy for implementation in April, 2009.

In order to address the new realities of the changing labour market, including the potential need for improved training and enhanced income support, the Expert Panel on Older Workers was asked to examine potential measures to help older workers. To this end, the Department will respond to the Report from the Expert Panel.

Given the slow labour force growth that is anticipated in the future, HRSDC will respond to industry's growing demand for skilled labour by further exploring ways to facilitate the labour market integration of foreign-trained workers, facilitating the entry of temporary foreign workers while improving our capacity to monitor compliance with regulatory requirements, reducing barriers to mobility (including skilled trades), and helping Aboriginal people to obtain the skills and training they require.

The department's work will also continue to promote access to higher education. To this end, the Department will complete its review of the Canada Student Loans Program (CSLP) and develop proposals to improve the delivery of financial assistance to students. The review seeks to simplify CSLP instruments, make them more effective, and ensure integrated administration and efficient delivery. In addition to this work, a number of reviews have been undertaken to assess the Canada Millennium Scholarship Foundation's performance, effectiveness and success in achieving its mandate.

To further support learners, Budget 2007 increased Canada Social Transfer funding to provinces and territories, starting in 2008–2009, to strengthen the quality and competitiveness of Canada's post-secondary education system. The Department recognizes that parents across this country face challenges paying for post-secondary education. It will therefore take measures to implement improvements, announced by the government, to Registered Education Savings Plans in order to encourage parents to save.

The Department also supports Canada in international trade. It is widely recognized that labour issues lie at the centre of the debate over international economic integration. Progress on the international trade agenda is increasingly tied to developing meaningful international criteria to improve compliance with internationally recognized labour standards. The Labour Program will work to ensure that labour policy and programs respond to evolving worker-employer relations and workplace and economic realities. In this regard, expert advice will be sought on the causes and impacts of work stoppages and options for reducing their frequency and duration. Robust Labour Cooperation Agreements will be negotiated and implemented in the context of free trade accords, to protect workers' fundamental rights and ensure a level playing field for Canadian companies.

Supporting Children, Families and Vulnerable Canadians

Key to Canada's increasing prosperity are the hard-working Canadians that fuel the strong economic growth that the country has experienced. The Department plays a central role in supporting Canadians and their families, especially vulnerable families, and families under financial and time pressures. Enabling Canadians by providing effective tools and support helps them to make the best choices for themselves and their families.

As such, a significant portion of departmental resources are invested in providing Canadians with the opportunities and supports they need. HRSDC and Service Canada work together to deliver a broad range of programs and services to support the Government's commitment to invest in families and to help those seeking to break free from the cycles of homelessness and poverty.

As families are the building blocks of society, HRSDC will continue to provide support to families through the Universal Child Care Benefit to allow Canadians choice in child care and provide families with direct financial assistance regardless of family income or place of residence. These investments are complemented by the Government's decision to provide funding to provinces and territories through the Canada Social Transfer to create child care spaces, as outlined in Budget 2007. Recognizing the important multiple roles families play in providing for one another, the Department will also look at ways of providing better support to Canadians that care for seniors or disabled family members.

A key objective of the government is to ensure all Canadians benefit from positive economic conditions and enjoy a high standard of living. To this end, the Department will continue to work on the development of a *Canadians with Disabilities Act*. Activities to implement other Budget 2007 commitments for persons with disabilities will continue, including the development of a Registered Disability Savings Plan, Canada Disability Savings Grant, Canada Disability Savings Bond, as well as establishing the Enabling Accessibility Fund.

Significant efforts will also be made to explore long-term solutions to homelessness in Canada. Through the Homelessness Partnering Strategy, the department will put in place measures to create transitional and supportive housing and to improve programs and services to help homeless people become self-sufficient. Under this Strategy, the federal government offers the provinces and territories the opportunity to enter into bilateral arrangements to improve collaboration between the two levels of government. An amount of $269.6 million will be invested over 2 years to deliver on this commitment.

Finally, seniors represent a growing proportion of the Canadian population. Over the next year, HRSDC will work with Health Canada and the Secretary of State for Seniors to support the National Seniors Council in their work on all matters related to the well-being and quality of life of seniors, including the opportunities and challenges arising from a rapidly growing and increasingly diverse aging population. The Department will also lead on the development and implementation of new measures to address the growing problem of elder abuse in Canadian communities.

HRSDC will continue to work collaboratively with its partners to deliver an expanded New Horizons for Seniors Program which provides funding to support projects across Canada that help ensure seniors are able to benefit from, and contribute to, the quality of life in their community through their social participation and active living. The Program accomplishes its' objectives through three separate streams: Community Participation and Leadership, Capital Assistance funding, and Elder Abuse Awareness funding.

The Department will implement measures to protect reservists' employment in federally-regulated workplaces and provide relief from Student Loan payments for student reservists while they are serving in the military. The Wage Earners Protection Program, which provides workers with wages owed to them when their employers go bankrupt or subject to receivership, will also be implemented.

Service Delivery

Context

Service Canada is responsible for the delivery of significant government programs or support for Canadians such as Employment Insurance, Canada Pension Plan and Old Age Security – which includes Guaranteed Income Supplements, as well as a broad range of smaller programs and services for HRSDC and other government departments such as Passport Canada and Indian Residential Schools Resolution Canada.

The Department's service environment is largely influenced by Canadians' values and expectations. Service matters to Canadians – overall quality affects citizens' satisfaction and the level of confidence they have in governments and in public services. Recognizing this, Service Canada will continue to implement a one-stop, integrated government services approach.

In terms of accessing information and services through various channels — in person, by phone, by mail and via the Internet — Canadians expect to be able to choose alternate service delivery channels to suit their needs. Also, recent efforts to reach out to rural and remote communities have proven popular with Canadians, based on the 2006 Service Canada Awareness Baseline study, 89% of Canadians surveyed support this direction.

Canadians also have increasingly strong expectations about the government's ability to deliver improved services. Canadians value accuracy, understanding and reliability as the most important features of service quality. Staff and information quality, access and speed of service, as well as new and innovative ways to provide information to citizens also appear to be among the top satisfaction drivers.

Although the Government of Canada has made great strides in improving service quality and in delivering programs and services more efficiently, further improvements in these areas remain a key priority.

Associated Risk

The important role that IT plays in supporting departmental priorities means that the Department must manage the risk that the existing information technology infrastructure and recovery capability might not be adequate to ensure continued quality front-line service delivery to all Canadian citizens.

The Department is committed to deliver its programs and services more efficiently through the use of information technology. In collaboration with its service partners, Service Canada provides Canadians with access to more than 60 government programs and services across multiple service delivery channels, while ensuring the privacy and protection of sensitive information, including securing information technology (IT) channels and equipment. The Department's aging IT infrastructure could affect the ability to meet client expectations for high level service delivery.

The Department will finalize the information technology plan aligned to strategic plans and priorities and ensure effective management of IT investments. The Department will also ensure that business resumption and recovery capabilities are sufficient to mitigate the potential risk of systems problems. Service Canada will develop and execute a renewal road map in order to modernize its technology infrastructure and associated software applications.

To achieve a more effective, efficient, and streamlined state of processing and payment services to citizens, Service Canada is implementing greater automation in its information systems for payment and service delivery processes. Better risk management and information sharing with partners will also ensure that Canadians have trust in the security and confidentiality of the information used in delivering programs.

Priorities for 2008–2009

Providing the highest level of services to Canadians

Canadians benefit from programs and services that are easy to find, deal with and access. Service Canada is committed to improving service to Canadians by putting the citizen at the centre of how government delivers services and by providing service in the official language of their choice.

Service Canada is dedicated to improving the delivery of services to Canadians. This includes enhancing the quality of service delivery, while improving the cost-effectiveness of operations. Service Canada will continue to focus on improving the delivery of Employment Insurance, Canada Pension Plan and Old Age Security through the on-going simplification and standardization of automated processes, in order to transform into a world-class service delivery organization with a national and virtual processing network. This work will be supported by stronger information management practices and the use of technology. Further, better risk management and secure information sharing with partners will ensure that Canadians have trust in the security and confidentiality of the information used in delivering programs.

Finally, the Labour Program's delivery of services across Canada related to occupational health and safety, labour standards, employment and pay equity, fire safety, and injury compensation will be enhanced through full implementation of a reorganization that creates a dedicated senior official responsible for directing those activities and through efforts to modernize compliance strategies.

Management - Stewardship and Accountability

Context

Canadians demand accountable and effective spending of their tax dollars. HRSDC is committed to adopting measures that strengthen financial stewardship of the Department through, strengthened comptrollership, a greater emphasis on results and outcomes, and audits and evaluations that demonstrate value for money to Canadians. From a management perspective, the context in which the Department is called to operate is affected by the existing legislative framework as well as a number of other factors, namely the *Federal Accountability Act* (FedAA), the renewal of the government's Expenditure Management System and annual assessments against the Management Accountability Framework.

A key feature of the FedAA is the provision that designates deputy ministers as accounting officers for their departments, within the framework of ministerial accountability. Deputy ministers are accountable before committees of Parliament to answer questions related to the following management responsibilities:

- the measures taken to organize the resources of the department to deliver departmental programs in compliance with government policies and procedures;
- the measures taken to maintain effective systems of internal control in the department;
- the signing of the accounts that are required for preparation of the Public Accounts; and
- the performance of other specific duties assigned to him or her by the FedAA or any other act in relation to the administration of the department.

The Expenditure Management System renewal supports the objective of making the best use of taxpayers' money. Focusing spending on Government priorities and delivering results to Canadians are key benefits expected from the Expenditure Management System renewal. This renewal is intended to provide a framework for departments to improve the management of spending, ensure that programs and services effectively and efficiently achieve results, and provide ongoing value for taxpayers' dollars.

The government also relies upon the Management Accountability Framework as an oversight mechanism for the Treasury Board Secretariat to monitor and assess management priorities of departments. The Management Accountability Framework defines the conditions that need to be in place to ensure government is well-managed and relies on annual assessments of departments to identify areas of weaknesses, to which departments respond with specific management improvement action plans.

In recent Management Accountability Framework assessments, TBS has commended HRSDC for its work in the areas of: change management and human resources management capabilities in support of organizational transformation, evaluation, and the executive performance management process. More specifically, the areas for improvement include governance in an environment of organizational change, progress on meeting diversity targets for its employees, the development of a long-term capital plan, and the Information Management and Information Technology network and its legacy systems.

Associated Risk

The Department needs to manage the risk associated with the Department's capacity to exercise appropriate governance and oversight of financial resources within an environment of transformation.

With a budget of $87 billion dollars covering statutory programs, as well as grants and contributions, financial stewardship and accountability are ongoing areas of potential risk exposure. The Department continues to implement the Chief Financial Officer model to oversee financial matters, works towards improving our internal control framework on a path to preparing for audited financial statements in the future, and continues work to demonstrate the value of its investments in programs and services, both internal and external. In the coming years, the Department needs to manage significant infrastructure investments including replacements for its corporate management systems.

In line with the Government's efforts to renew the current Expenditure Management System, the Department will identify program efficiencies and effectiveness in support of Government priorities, and improve capacity to improve results. Ongoing implementation of the new Internal Audit Policy and the development of a new Evaluation Policy also place new demands on program administration, development and accountability.

HRSDC will continue to strengthen the stewardship of its financial resources. The implementation of HRSDC

Chief Financial Officer position and the supporting Branch infrastructure will strengthen the overall stewardship of departmental resources and will provide support to the Deputy Minister in her role as the Accounting Officer for the Department. A Portfolio Senior Management Board was created in November 2007 to provide strategic oversight and direction for management issues that affect HRSDC, Service Canada and the Labour Program in order to provide a coherent and consistent approach across activities. Also, the Department is developing a Long-term Capital Plan and is implementing a more thorough investment process, including a strong business case for accessing funds for major transformational investments.

Priorities for 2008–2009

In 2008–2009, the department's financial stewardship capacity will be further strengthened to provide the necessary foundation to support the Deputy Minister in her role as Accounting Officer. The Department will also continue to work towards full implementation of the TBS Policy on Internal Audit by April 1, 2009, including the creation of an external, independent audit committee.

The development of more efficient and effective programs will continue to be supported by extensive research and knowledge management functions and a broad expertise base with respect to human resource and social development issues. Efforts to further strengthen an already capable research, audit and evaluation capacity will contribute to a better understanding of program effectiveness and options for ongoing improvement.

A key feature of the Expenditure Management System renewal is for departments to report regularly on program results and achievements in a clear and transparent fashion. During 2008–2009, HRSDC will continue to strengthen its performance measurement framework and performance indicators by providing performance measurement training across the Department and Service Canada and facilitating the development of program level performance measurement frameworks.

The Department will further streamline the management of grants and contributions by balancing accountability and reporting burden, while ensuring program efficiency and effectiveness is well established. More specifically, as one of a select few 'vanguard' departments in support of the recommendations of the Independent Blue Ribbon Panel for Grants and Contributions Modernization, HRSDC will continue implementing its three-year departmental Action Plan to further improve management and administrative practices and reduce the administrative burden on stakeholders and recipient organizations, as well as increase consistency and coherence of grants and contributions funding approaches.

The Department will also continue to implement measures to deliver savings through increased attention to program integrity and reduced level of complexity in accessing programs and services. Key objectives in this area are to further decrease the paper burden on employers and ease the administrative burden on taxpayers, without compromising program integrity.

HRSDC is working on an overall Information Management Strategy to complement the recently introduced Treasury Board policy with tools, best practices and awareness training.

Work will also begin to replace the aging Corporate Management System with a more effective Enterprise Resource Planning solution that will meet the increasingly demanding requirements of the management environment in the years to come.

Management – Human Resources

Context

Human resource (HR) management is critical to building, retaining and developing the workforce that will sustain the Department's ability to deliver well managed programs and quality service in the future. A key goal of the Department's work will be to develop HRSDC into an organization which will be recognized as a Centre of Excellence in matters relating to human resources and social development. To this end, HRSDC will work to become an organization that provides employees with the best working environment possible — where our culture, integrity, respect and innovation means we attract and retain the very best.

In his 2007 Report to the Prime Minister, the Clerk of the Privy Council outlined broad priorities in support of his renewal agenda for the Public Service. Enhancing the Department's capacity to do integrated human resources and business planning is consistent with one of the priorities set out by the Clerk. Emphasis will be placed on better integrating human resources considerations and challenges with business planning processes, with a view to sustaining an effective and competent workforce and meeting the Department's objectives.

Recruiting competent candidates to renew its aging workforce and retaining skilled employees are ongoing activities of the Department. HRSDC must take proactive steps to respond to labour market trends pointing to long term shortages in skills and knowledge on which the Department relies. Fuelled by fewer entrants into the labour market and increasing numbers of employees eligible to retire, it will be a challenge for the Department to fulfill its HR requirements. Also, improving the representation of designated groups remains an ongoing priority for the Department.

Rapidly increasing workforce availability of visible minorities results in a commensurate need for the Department to adopt accelerated strategies to attract and retain designated groups under the *Employment Equity Act*.

Associated Risk

The risk that the Department may not be able to ensure sustainable leadership and a skilled and knowledgeable workforce to successfully deliver on its mandate and meet Canadians' expectations for accountable and responsive programs and services.

Like other departments and Canadian businesses, HRSDC faces risks in the loss of leadership and skills capacity in key areas that impinge on its ability to deliver its policies, programs and services such as policy analysts, program advisors, labour affairs officers and mediators. The impending retirement of a high proportion of senior managers has implications on the development of leadership and managerial competencies to engage employees and achieve excellence. The Department's staff turnover, particularly in shortage occupational groups, continues to be a pressing challenge for managers and employees alike. For example, one of the conditions for Service Canada's success is to secure human resources flexibilities to address fluctuating workloads in support of its transformation initiatives.

Prompted by a "call to action" from the Clerk of the Privy Council to strive for excellence through Public Service Renewal, the Department continues to pursue its 3-year Human Resources Action Plan. Efforts also continue on building knowledge and succession planning.

To mitigate the risk of loss of corporate memory at the executive level, the Senior Management Committee will hold regular Strategic Talent Management discussions to strengthen leadership development in the EX group as well as feeder groups. Concerted attention is also paid to the development of competency profiles needed to achieve excellence, recruit a diverse workforce and implement learning plans based on competency profiles.

In addition, the Department continues to explore the current and emerging HR environment in order to better understand opportunities and barriers to effective recruitment. Through a workforce demographic analysis of the department's strengths and weaknesses and an understanding of the dynamics of today's labour market, the Department will be able to define performance measures that will enable comparative benchmarking and assessment of progress in human resource management over time.

Priorities for 2008–2009

Human resource (HR) management is critical to recruiting, retaining and developing the workforce that will sustain the Department's ability to develop policy and deliver well managed programs and quality service in the future. Building on the Public Service Renewal four pillars of integrated planning, recruitment, employee development and enabling infrastructure, the department will establish a multi-year Human Capital Management Framework, vital to effectively manage a dynamic and diverse workforce. This framework will also be composed of four elements: integrated human resource planning, recruitment and retention, organisational renewal and learning and development.

Given the HR management context outlined above, HRSDC will enhance its capacity to integrate human resources and business planning. Human resources considerations will be fully integrated into the department's business planning process, with a view to attracting and sustaining an effective and competent workforce capable of achieving the Department's objectives.

Recruitment activities will target key skills shortage areas including employees with knowledge of policy development, program management and service delivery. Enabling functions such as finance, human resources management, and communications will also be the focus of recruitment and retention activities. Particular attention will be focused on the development of strategies to increase the recruitment and retention of visible minorities, persons with disabilities and aboriginals at all levels of the organization.

The Department will implement an action plan designed to improve the timeliness of essential services related to compensation and employee benefits, classification and staffing. Actions will include streamlining of internal procedures and expanded use of electronic infrastructure.

To comply with the *Official Languages Act*, the department will implement a newly created corporate official languages training program to help employees attain the language proficiency they require for their positions and career progression. HRSDC will continue to target post-secondary recruitment in order to revitalize its workforce and increase attention on succession planning and recruitment of candidates to middle and senior management positions.

Performance management is critical to organizational success. The importance of feedback between managers and employees will be emphasized. We are targeting a 100% completion rate for learning plans. In support of these efforts we will develop a comprehensive Learning Policy that will help guide the required investments in learning and development of the departmental workforce.

Sustainability of the workforce also requires that we develop a better understanding of intergenerational challenges and opportunities. Understanding and implementing characteristics of a workplace of choice will enhance the Department's ability to attract and retain highly skilled and motivated staff.

As a component of the Human Capital Management Framework, HRSDC is committed to Organizational Renewal and fully implementing flexibilities under the *Public Service Modernization Act* such as expanding the delegation of human resources authority, new departmental policies and integrated planning to ensure that managers are well supported. Another key feature supporting this organisational renewal is to put in place an infrastructure that will support optimal organisational design, process transformation and automation.

Leadership development will focus on sustaining and enhancing the Public Service leadership competencies to enable them in meeting their accountabilities in terms of results achieved and the means by which they are attained. This revised indicator will be incorporated in the Performance Management Agreement of all senior executives. HRSD will strengthen leadership capacity by implementing an executive recruitment plan and an aggressive approach to succession planning by further developing and implementing an Aspiring Executive Development Program.

The department will focus on leveraging available technology as an enabler to improving Human Resources services. Specifically, the department will define the parameters for an Enterprise Resource Planning (ERP) project which will replace the current HR management information system. The department will also pursue short-term solutions that align to the ERP project and work in partnership with other government departments (e.g. adopting Agriculture Canada's Fast-Lane Staffing tool).

2008–2009 Departmental Priorities Summary Table

Policy and Program Priorities	Building the Knowledge Advantage	• Implement a new labour market training architecture • Improve governance and management of the EI Account • Address labour market challenges and opportunities faced by traditional industries • Support labour market integration of foreign-trained workers and facilitate entry of temporary foreign workers • Reduce barriers to mobility • Help Aboriginal peoples to obtain skills and training • Negotiate and implement labour cooperation agreements • Modernize Federal Financial Assistance to students
	Supporting Children, Families and Vulnerable Canadians	• Develop policies to invest in families and those seeking to break free from poverty • Address issues facing people with disabilities through the development and implementation of initiatives such as the Canada Disability Savings Grant, Canada Disability Savings Bond and Enabling Accessibility Fund • Develop transitional and supportive housing and improve programs that increase self-sufficiency • Address seniors issues with a special emphasis on the issue of elder abuse and the implementation of the capital expansion component of the New Horizons for Seniors Program • Protect Reservists' employment and implement the Wage Earner Protection Program
	Providing the highest level of services to Canadians	• Focus on citizen centred service in the official language of choice • Better cost management while enhancing quality of service • Simplify, standardize and automate processes to transform service delivery • Invest in risk management and secure information sharing • Improve the delivery of financial assistance to students
Management Priorities	Stewardship and Accountability	• Demonstrate results and outcomes through new performance measurement strategies to address requirements of the Expenditure Management System • Streamline management of grants and contributions and respond to the Blue Ribbon Panel on Grants and Contributions • Support the Deputy Minister in role as Accounting Officer • Decrease the paper burden on employers and ease administrative burden on taxpayers • Improve IT investment and planning processes

	Human Resource Management	• Integrate HR considerations in business planning through a collaborative and partnering process that recognizes the current and future HR needs of the Department. • Use post-secondary recruitment to address skills shortages as well as recruitment of middle and senior managers. • Implement employee development activities as part of a retention strategy to maintain a skilled and knowledgeable workforce. • Develop an organizational learning policy, to guide the required investments in learning and development of the workforce and deliver on commitment to service excellence. • Expand the use of technology infrastructure and process transformation to support the modern and effective management of human resources. • Meet employment equity and official language requirements.

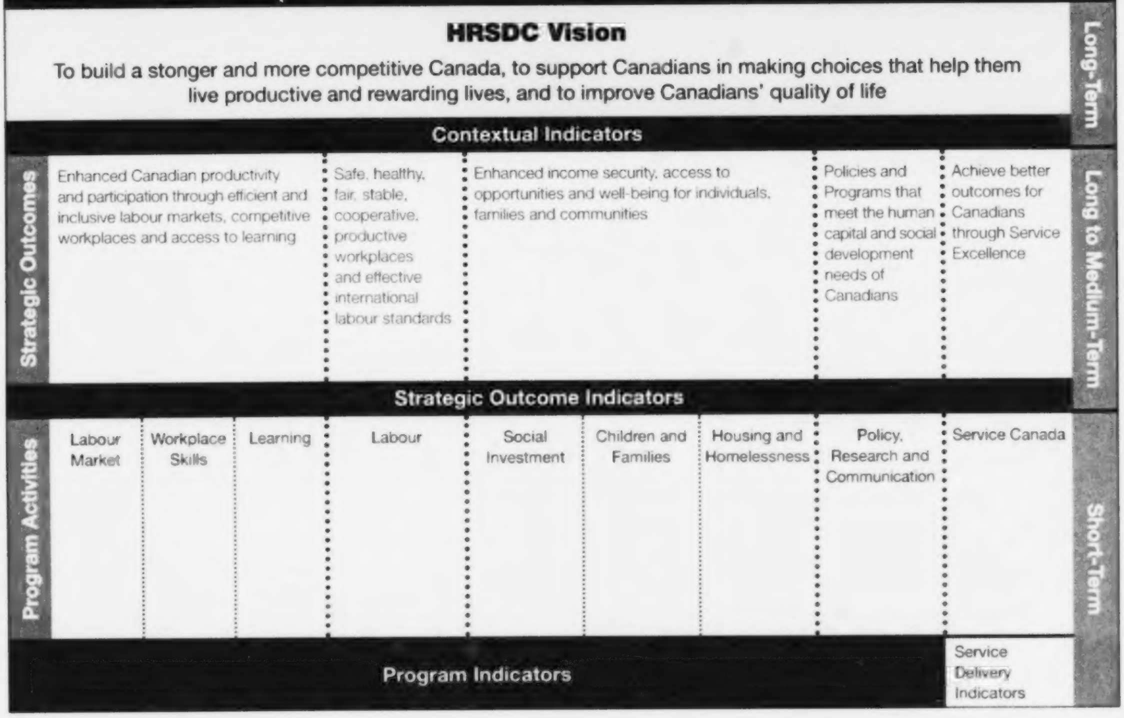
Performance Measurement Framework

HRSDC is committed to measuring its performance, managing for results and reporting on its progress. To accomplish this, HRSDC has established a performance measurement framework that allows the Department to understand its operating environment, define clear performance expectations and track progress.

The performance measurement framework provides Parliament and Canadians with information to assess the Department's progress towards achieving results.

The Department's performance measurement framework, as depicted in Diagram 1 below, sets out two types of indicators: strategic outcome indicators and program indicators.

Diagram 1 HRSDC Performance Measurement Framework


HRSDC Vision
To build a stonger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life
Long-Term
Contextual Indicators
Strategic Outcomes
Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning
Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards
Enhanced income security, access to opportunities and well-being for individuals, families and communities
Policies and Programs that meet the human capital and social development needs of Canadians
Achieve better outcomes for Canadians through Service Excellence
Long to Medium-Term
Strategic Outcome Indicators
Program Activities
Labour Market
Workplace Skills
Learning
Labour
Social Investment
Children and Families
Housing and Homelessness
Policy, Research and Communication
Service Canada
Short-Term
Program Indicators
Service Delivery Indicators

Accountability for Departmental Performance

Strategic outcome indicators reflect the ultimate results that the Department is striving to influence over the medium-to-longer term. It is important to note that while the strategic outcomes are within HRSDC's sphere of influence, the Department is not the sole contributor to their attainment. Other orders of government, other federal departments, key stakeholders and partners, as well as individual Canadians make important contributions.

Program indicators relate directly to the programs that the Department delivers. These indicators facilitate the setting of targets or objectives for the Department's programs and the monitoring of results. Most of these indicators are measures over which the Department exercises substantial control. Program indicators can be operational in nature and related to outputs and include client satisfaction, program access and reach, as well as measures of the impacts or results achieved by the program. Different from Strategic Outcome indicators, Program Indicators provide a mechanism through which the outcome of departmental actions can be acknowledged, identified and accountability can be applied. These indicators form the basis of the Department's Report Card for reporting in the Departmental Performance Report.

Positive change in program indicators should be interpreted as a necessary, but not sufficient, condition to achieve improvement in strategic outcomes. The Department recognizes that performance indicators are only part of a comprehensive performance measurement framework. Program evaluations also provide an important source of information on the effectiveness of HRSDC programs.

Service Indicators: Service Canada has created a standard scorecard to report on performance. The Scorecard includes Service Indicators and additional measures related to the quality, timeliness and volumes associated with the delivery of services to Canadians on behalf of HRSDC and other government departments and agencies. Service Canada's annual Scorecard tells Canadians how performance compares to established Service Standards, showing both positive results and areas that need work. Service Canada will continue to build on the existing performance indicators, create new ones where few exist and create composite indicators to measure performance from a results-based perspective.

Human Resources and Social Development Canada Report Card

Program Indicators

Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning

Labour Market	2008–2009 Target
Number of clients employed and / or returns to school[a] following an employment program intervention and as a proportion of the total number of clients who complete their employment program intervention(s)[b] (Clients Employed/Returns to School).	207,000–227,000[c] Proportion: 55–60%
Number of clients who become employed or return to school as a result of their participation in support programs geared to facilitate entry into the workforce or school (Job Ready/ Job Search[d]) Proportion of the total number of Job Ready/Job Search clients who complete their employment program intervention[e]	87,000–95,000 Proportion: 55–60%
Number of clients who become employed or return to school as a result of their participation in benefit programs geared towards gaining work experience, improving job skills or starting a new business (Developmental[f]).	118,000–130,000
Number of clients participating in Skills Development programming; and proportion of the total number of clients participating in programs geared towards gaining work experience, improving job skills or starting a new business (Developmental).	80,000–89,000 Proportion: 65–70%
Number of apprenticeship clients who received Benefits provided through EI Part I or II (Developmental).	53,000–59,000
Workplace Skills	
Percentage of Sector Councils that meet or exceed expected level of performance.	90%
Increase in the number of trades people who are fully mobile in Canada through Red Seal endorsement	17,000
Portion of skilled immigrants in occupations targeted by systemic foreign credential recognition interventions	55%
Number of employees, employers and partnering organizations participating in innovative Workplace Skills Initiatives	80,000
Learning	
Client satisfaction with the overall quality of services provided by the Canada Student Loans Program.	75%
Percentage of loans consolidated in the 2005–2006 loan year that defaulted by the end of the 2007–2008 loan year (direct loans only).	18%
Percentage of children under 18 years in the current calendar year who have ever received a Canada Education Savings incentive (for example, Canada Learning Bond and/or Canada Education Savings Grant).	37% by December 31, 2008.
Amount ($) of Registered Education Savings Plan assets in a fiscal year.	$29 billion by March 31, 2009
Level of satisfaction of students with International Academic Mobility experience.	85%

Human Resources and Social Development Canada Report Card *(continued)*

Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards

Labour

	2008–2009 Target
Percentage of collective bargain disputes settled under Part I (Industrial Relations) of the *Canada Labour Code* without work stoppage.	90%
Percentage of unjust dismissal complaints settled by inspectors (Part III of the *Canada Labour Code*).	75%
Disabling Injury Incidence Rate (DIIR) measuring the change in the rate of time-loss injuries, illnesses and fatalities within federal jurisdiction industries from year to year.	Reduce the DIIR by 10% over five years (by 2008–2009) in those high-risk industries where the Department is targeting proactive interventions
Percentage of money collected in relation to the amount found to be owed for complaints under Part III (Labour Standards) of the *Canada Labour Code* (excluding unjust dismissal complaints).	75%
Client satisfaction with the quality of Workplace Information Directorate data.	90%

Enhanced income security, access to opportunities and well-being for individuals, families and communities

Social Investment

Percentage of CPP contributors who have contributory coverage/eligibility for CPP-Disability	70% (males) and 63% (females)[g]
Number of new community-based social development projects or initiatives that have been supported to promote the participation of children and families, people with disabilities or other vulnerable populations.	30 projects
Number of seniors involved in New Horizons for Seniors community projects.	90,000 participants

Housing and Homelessness

Amount invested in communities by external partners (not-for-profit groups, private sector organizations and other government departments) for every dollar invested by the Homelessness Partnership Initiative	$1.50
Percentage of all Homelessness Partnering Strategy investments targeted to long-term stable housing and related services.	65%

Children and Families

Percentage of families who are receiving the Universal Child Care Benefit for their children under age 6.	100% (of eligible families)

Human Resources and Social Development Canada Report Card (continued)

Service Indicators

Achieve better outcomes for Canadians through service excellence

Service Canada

	2008–2009 Target
Percentage of access to automated telephone information services (no busy signals)	95%
Percentage of general enquiry calls answered by an agent within 18 seconds (1 800 O-Canada)	85%
Percentage of specialized calls answered by agents within 180 seconds	80%
24/7 Availability of Service Canada Internet – information and transaction	98%
Percentage of Canadians with access to a Service Canada point of service within 50 kilometres of where they live	95%
Percentage of notifications sent within seven days of receipt of applications	80%
Percentage of EI benefit payment or non-payment notification issued within 28 days of filing	80%
Percentage of CPP retirement benefit payment or non-payment notification issued within first month of entitlement	85%
Percentage of OAS basic benefit payment or non-payment notification issued within first month of entitlement	90%
Percentage of Apprenticeship Incentive Grant payments issued within 28 days of filing	85%
Percentage of SINs issued using expeditious processes (*SIN Rapid Access*, *Newborn Registration Service* in Ontario and BC, and *Teleapp* in New Brunswick)	90%
Payment Accuracy of Employment Insurance	95%
Payment Accuracy of Old Age Security	95%
Total number of fact sheets/publications available in languages other than English and French (Aboriginal and Foreign)	11
Client satisfaction in relation to services provided	80%

[a] Returns to School targets do not include returns to school following participation in the Canada Summer Jobs initiative under Summer Work Experience and returns to school following participation in Part II programming (except Aboriginal).

[b] Clients who complete their employment program intervention(s) refers to clients that have generated an "employed" result (with closed and/or open action plans), and, clients that have left an intervention (with action plans that have been closed).

[c] Includes number of regular Employment Benefits & Support Measures (EBSMs), Aboriginal (EBSMs & CRF), Youth and Opportunities Fund for Persons with Disabilities program (OF) clients.

[d] Job Ready/Job Search: "support programs" which help clients find a good job match as quickly as possible.

[e] Clients who complete their employment program intervention(s) refers to clients that have generated an "employed" result (with closed and/or open action plans), and clients that have left an intervention (with action plans that have been closed).

[f] Developmental: "benefit programs" which help clients gain work experience, improve job skills or start a new business.

[g] The target is calculated based on a rolling average of the historical levels of contributory eligibility for the years from the last major change to the eligibility rules (1998) to the most recent data available (2005), broken down by gender. These figures will be recalculated annually as new data becomes available. Year-over-year changes would be explained based on a variety of factors including changes to the legislated eligibility requirements, women's changing participation in the labour force, economic and employment conditions, and changing demographics.

Human Resources and Official Languages Indicators

	2008–2009 Target (WFA)[a]
Employment Equity	
Representation of visible minority persons	9.4%
Representation of Aboriginal persons	3.1%
Representation of people with disabilities	3.4%
Representation of women	59.2%
Official language complaints	
Language of work	Actual results to be reported
Service to the public	Actual results to be reported

[a] WFA% is the external workforce availability estimate and is based on information collected in the 2001 Census. A comparison between the internal representation of designated group members in an employer's workforce and the external labour pool of designated group members from which the employer can reasonably be expected to recruit. This external labour pool takes into consideration occupational qualifications, eligibility and geographic recruitment area.

Section II Program Activities by Strategic Outcome

Policies and Programs That Meet the Human Capital and Social Development Needs of Canadians

A. Policy, Research and Communications

HRSDC's strategic policy, research, and communications functions contribute to policies and programs that help to create opportunities and choices for people to reach their full potential in society and the labour market. The research and evaluation component of strategic policy helps to identify trends, pressures and an understanding of what works for Canadians in terms of policies and programs. This includes:

- developing a comprehensive knowledge base to inform policy development and program design;
- sharing knowledge on human resources and social development with other governments and stakeholders to support their decision-making;
- managing a portfolio of key national surveys on human resources and social development to track and better understand the changing realities and needs of Canadians, including factors that affect their lives and well-being;
- commissioning policy research to identify factors that contribute to a stronger and competitive economy and which impact Canadians;
- monitoring and forecasting conditions of labour supply and demand by occupation and industry through the Canadian Occupational Projection System.

Work under this activity also includes developing and implementing indicators to strengthen the Departments capacity to monitor and report on the dimensions of Canadian well-being related to human resources and social development. The Department's work in this area also enhances the Department's accountability to Canadians.

The evidence base formed by this work informs the Department's longer-term policy work (such as policy frameworks and medium-term policy planning) to facilitate better integration of labour market, social and learning policies.

To these ends, the Department is committed to making HRSDC a centre of excellence for integrated human resources and social development policies and programs. Two key innovations in this will be an integrated policy framework and an ongoing medium-term policy planning process. Collaborative work that occurs internally and across federal departments, as well as with the provinces and territories, on horizontal policies is also key to advancing the well-being of Canadians. The Department will also increase its efforts to learn from the experience of other countries and adapt best practices to Canada

HRSDC is also committed to increasing Canadians' awareness of its role in supporting the Government of Canada's social and economic priorities, and becoming a centre of excellence for citizen-focused programs and services. To that end, the Department will develop communications strategies to highlight programs and policies in support of key government initiatives, as well as develop mechanisms to ensure that public and stakeholder views are considered in program and policy development.

Plans in Support of Strategic Outcome

Policy, Research and Communications

Plan: **Strategic advice and policy research to support a Knowledge Advantage for Canada**

- Provide strategic advice to assist in addressing labour market issues related to quantity (increased participation of Canadians and immigrants); quality (education, skills development and training); and, efficiency (facilitating mobility and providing labour market information).
- Develop policies that support the Government's commitment to continue to invest in families.

Plan: **Advance knowledge development and management to support informed policy development and sound decision-making**

- Continue to strengthen knowledge development functions including data, research, evaluation, and indicators.
- Further develop knowledge management strategies to achieve excellence in the creation, retrieval, preservation, sharing and use of knowledge.

Plan: **Strategic advice and policy research on Children, Families and Seniors**

- Contribute to the continued policy development of supports for the working poor.
- Continue to examine key pressures and challenges confronting Canadian families to create conditions for Canadian families to succeed.
- On-going policy development related to children and families.
- Develop policies that support the Government's commitment to continue to invest in families and to help those seeking to break free from the cycle of poverty and homelessness.

Plan: **Increase Canadians' awareness of HRSDC programs and policies in support of Government of Canada priorities**

- Implement measures to raise awareness with respect to:
  - Strategic investments in early childhood development and child care.
  - Development of a skilled workforce and increased dissemination of information about the labour market.
  - Programs to ensure that seniors, persons with disabilities, homeless persons and other Canadians facing barriers have the support and information they need to maintain their well-being.
  - Programs intended to increase access to post-secondary education.

Plan: **Increase engagement and collaboration with provinces, territories, partners and Canadians through stakeholder relations and other activities to ensure better, more innovative and more complementary policy initiatives**

- Strengthen horizontal relations with provincial and territorial governments, stakeholders, other departments and central agencies by developing a stakeholder relations framework, including principles.
- Continue to consider new research and results of stakeholders' consultations in the development of programs and policies.
- Establish a departmental stakeholder relations network to share information and tools.

Program Activity Description

Policy, Research and Communications

This Program Activity provides strategic policy advice and leadership by promoting key human resources and social development policies of the Government of Canada, developing and implementing key Departmental frameworks and strategies, and by engaging and collaborating with partners and Canadians through stakeholder relations and by advancing knowledge development. This activity plays a vital role to support the achievement of HRSD's priorities and outcomes by communicating with and engaging Canadians and building strong relationships with stakeholders. The operating expenditures are funded from the Departmental Reference Levels, the Employment Insurance Account and the Canada Pension Plan Account.

For more details on this program activity please see Section IV – Other Items of Interest.

Financial Tables

Policy, Research and Communications

Strategic Outcome: **Policies and programs that meet the human capital and social development needs of Canadians**

	Planned Spending		
	2008-2009	**2009-2010**	**2010-2011**
Financial and Human Resources			
Financial Resources ***(in millions of dollars)***			
Policy, Research & Communications			
Gross Operating Expenditures	184.9	168.0	168.0
Voted Grants and Contributions	0.3	0.3	0.3
Total	**185.2**	**168.3**	**168.3**
Human Resources (Full Time Equivalents)			
Full Time Equivalents	1,039	1,019	1,020

Details by Programs and Services			
Financial Resources ***(in millions of dollars)***			
Policy, Research and Communications			
Strategic Policy	23.1	16.5	16.5
Knowledge, Analysis and Evaluation	72.3	62.5	62.3
Public Affairs and Stakeholder Relations	25.0	23.6	23.5
Allocated Internal Services[a]	64.8	65.7	66.0
Total	**185.2**	**168.3**	**168.3**
Human Resources			
Full Time Equivalents	1,039	1,019	1,020

[a] Internal Services resources related to the Ministers' Offices, the Deputy Ministers' Offices, the Comptroller's Office, the Internal Audit Services and the shared services have been prorated to each program activity.

Enhanced Canadian Productivity and Participation Through Efficient and Inclusive Labour Markets, Competitive Workplaces and Access to Learning

B. Labour Market, Workplace Skills and Learning

Canada's continued prosperity lies in maintaining strong economic growth, high levels of productivity and increased competitiveness through the creation of a highly educated, skilled and flexible labour force. Increasingly, the labour market will require workers with higher levels of skills and education, which are vital to improving productivity and sustaining strong economic growth.

A key aspect of strengthening Canada's productivity and improving quality of life is enhancing the competitiveness of Canadian workplaces. Skilled workers contribute to this competitiveness and help drive improvements in workplace productivity.

The demands of a knowledge-based economy, coupled with the aging of Canada's population and workforce, make post-secondary enrolment and completion more important than ever. Without greater learning participation, Canada risks seeing its productivity and prosperity shrink.

As such, HRSDC must continue to focus on supporting and developing a highly skilled and adaptable labour force. In support of achieving this Strategic Outcome, the Program Activities "Labour Market", "Workplace Skills", and "Learning" complement each other in providing Canadians with the opportunities and choices to participate in an array of programs.

Although these program activities have distinct roles and responsibilities, they have common elements that contribute to the Department's support of lifelong learning and the development and use of skills to work in the current and future labour market. HRSDC will develop and strengthen partnerships and relationships with the provinces, territories, and stakeholders, especially employers and post-secondary education institutions.

The Government of Canada has a clear role in addressing national skills and employment issues. Federal responsibilities include improving the country's economic union by working to remove barriers to employment, post-secondary education and lifelong learning as well as enhancing mobility and credential recognition and providing national labour market information. Also included in these responsibilities is addressing the labour needs of employers by facilitating the entry of temporary foreign workers when Canadians and permanent residents are not available.

In addition to this, HRSDC programs address the needs of people who wish to participate in the labour market that are in groups under-represented in the Canadian workforce, such as immigrants, Aboriginal people, people with disabilities, youth and older workers. These groups frequently face challenges and/or barriers to gaining employment and to furthering their education. Through partnerships, the Department gains an understanding of the workplace skills required, promotes and invests in skills up-grading and development, and works to meet the needs of Canadians, including those in local and regional labour markets.

Together with provinces, territories, partners and stakeholders, HRSDC strives to successfully fulfill its mandate and meet the needs of a growing knowledge-based economy. Each of the program activities supporting this Strategic Outcome target their programs and services toward different needs, yet towards the common objective of creating the best educated, most skilled and flexible workforce.

Strategic Outcome Indicators

Labour Market, Workplace Skills and Learning

Indicators	Current Level		Year
Participation rate (As of October 2007)	By age group		
	15 years or over	67.6%	2007
	15–24 years	66.8%	2007
	25–54 years	86.6%	2007
	55 years or over	33.8%	2007
Labour productivity growth, for business sector – based on annual averages[a]		1.0%	2006
Canada's productivity level as a percentage of the United States' productivity level[a]	total economy	81.4%	2006
	business sector	74.0%	2006
Percentage of unemployed looking for work for one year or more (52 weeks and over)		8.3%	2006
Percent of youth (aged 15–24) not in the labour force nor in school		4.8%	2006
Unemployment Rates by Designated Group	Women	7.2%	2001
	People with Disabilities	10.7%	2001
	Aboriginal Peoples	19.1%	2001
	Visible Minorities	9.5%	2001
	Older Workers	6.0%	2001
Percentage of working-age Canadians who score below the literacy level which is considered the minimum to cope in today's economy and society[b]		42%	2003
Percentage of adult workforce who participated in job-related formal training[c]		27.6%	2005
Percent of adult workforce who participated in employer-supported job-related training[c]		20.2%	2005

[a] Centre for the Study of Living Standards

[b] 2003 Adult Literacy and Lifeskills Survey

[c] Survey of Labour and Income Dynamics

Strategic Outcome Indicators *(continued)*

Indicators	Current Level

Percentage of the Canadian labour force (aged 15–64) who have attained a post-secondary education certificate, diploma or degree (62.8% in 2006 for 25–64 year olds) – (For Canadians in the labour market)

Attainment Rates – Canada
2006 Actuals

Years of Age	15–24	25–64	65+	Total
Trades, Certificate or diploma	5.5%	12.5%	12.3%	11.4%
College & University (below bachelor)	14.8%	24.5%	15.1%	22.7%
Bachelor's degree	5.8%	17.7%	11.4%	15.7%
Graduate degree	0.7%	8.0%	11.1%	6.9%
Total	**26.8%**	**62.8%**	**49.9%**	**56.6%**

Percentage of Canadians (15 years and older) who have attained a post-secondary education certificate, diploma or degree by age group (Total of 59.1% in 2006 for 25–64 year olds) – (For all Canadians)

	Attainment Rates – Canada Annual Average – 2006 Actuals				OECD 2005	
Years of Age	**15–24**	**25–64**	**65+**	**Total**	**25–64**	**Canada's rank in OECD**
Trades, Certificate or diploma	4.0%	12.1%	10.5%	10.5%	12.0%	1st
College & University (below bachelor)	11.2%	23.0%	11.6%	19.3%	23.0%	1st
Bachelor's degree	4.9%	16.6%	6.6%	13.2%	23.0%	6th (Tied with Korea and Australia)
Graduate degree	0.6%	7.4%	4.1%	5.8%		
Total	**20.7%**	**59.1%**	**32.8%**	**48.8%**	**46.0%**	**1st Overall**

Proportion of Canadians who were attending university or college, by age group (Oct 2007)

Age Groups	Full-Time	Part-Time	Percentage
15–24	26.9%	2.9%	29.8%
25–34	5.5%	3.5%	9.0%
35–44	1.7%	2.1%	3.8%
45–54	0.6%	0.9%	1.5%
55–64	0.2%	0.4%	0.5%
Overall 15–64	6.8%	2.0%	8.8%

Efficient and Inclusive Labour Markets...

Within the Labour Market program activity the Employment Insurance (EI) program promotes individual well being, economic stability and a flexible labour market by providing temporary income support to unemployed workers who qualify under Part I of the *Employment Insurance Act*. The program encompasses a wide range of income benefits to address the needs of workers and the labour market, including Canadians who are sick, pregnant, or caring for a newborn or adopted child, as well as those who must care for a family member who is seriously ill with a significant risk of death. The program also provides active employment benefits and measures and temporary income support to Canadians. These measures and income support give Canadians the opportunity to develop skills, improve earnings and become more adaptable to labour market changes.

Labour market programs also enable Canadians, including unemployed adults and targeted groups, such as youth, Aboriginal people and older workers, to develop their skills and encourage them to invest in themselves and become self-reliant. Through this programming the Department promotes economic stability, individual well-being, and a flexible labour market that is capable of adjusting to changes in the economy.

Work has begun on the development of new approaches to ensure labour market training can be made more widely available to Canadians. In support of this, negotiations will continue to take place with provincial and territorial governments to discuss the full transfer of the Labour Market Development Agreements for the delivery of training programs to EI eligible clients. Additionally, a new generation of labour market agreements will be negotiated to assist those clients who are non-EI eligible and are therefore unable to obtain the necessary training and skills development they require to fully participate in the labour market. The department is also exploring the feasibility of transferring federal labour market programs for youth, older workers and persons with disabilities to provincial and territorial governments.

Did You Know?

- According to the EI Coverage Survey, in 2006, just fewer than 83% of unemployed Canadians were eligible to receive EI benefits.
- EI maternity and parental entitlement collected by EI claimants for 2004-2005 was at 93.5%.
- Throughout 2006 to 2010, employment is expected to grow at an annual average rate of 1.4% leading to the creation of about 1.2 million new jobs; the labour force is expected to increase by 1.3%; and, the unemployment rate is expected to decrease gradually to reach 6.0% by 2010, down from 6.8% in 2005.

Competitive Workplaces...

Through the Program Activity "Workplace Skills" HRSDC supports broad economic priorities, such as an adaptable and resilient workforce with high quality skills; a sufficient quantity of skilled workers that meet the needs of employers; and a flexible, efficient labour market.

Workplace Skills aims to improve Canadian economic competitiveness by fostering innovative, productive and inclusive workplaces, where workers are encouraged and supported to develop and use their knowledge, skills and abilities. This program activity promotes and encourages employers across the country to invest in the skills development of their workers.

HRSDC generates accessible and quality labour market information to inform the decision-making of employers and employees; supports and promotes employer and employee investments in skills development; and supports apprenticeships and labour mobility. HRSDC, in collaboration with key stakeholders, also works to improve the integration

Did You Know?

- Federal/Provincial/Territorial Trade Ministers have called for governments and regulatory bodies to meet their labour mobility obligations by April 1, 2009. HRSDC is committed to working with partners to secure compliance and to accelerate these efforts.
- The 1st national apprenticeship survey in over 10 years will be released in 2008 providing new information on barriers to completions as well as post-apprenticeship experiences of apprentices.
- Sector councils in high growth industries will work to facilitate the ability of employers to access potential sources of employees, such as recently laid-off skilled workers from industries in decline.
- Employer requests for temporary foreign workers have grown by more than 54% since 2006, and demand is expected to continue to grow in the coming years.

of internationally trained workers into the workforce by facilitating the assessment and recognition of qualifications acquired outside of Canada. The Department also works to mitigate domestic labour shortages by facilitating the entry of foreign workers to meet short-term labour and skills needs to benefit the Canadian labour market.

Human Resources and Social Development Canada's work pertaining to the Workplace Skills program activity supports the Government of Canada's outcome of an innovative and knowledge-based economy.

On behalf of the department, Service Canada delivers a number of programs, including the Employment Benefits and Support Measures, the Apprenticeship Incentive Grant, Temporary Foreign Worker Program, Aboriginal Human Resource Development Agreements, Opportunities Fund for Persons with Disabilities, and Labour Market Information.

Access to Learning...

Lifelong learning is vital to the well-being of individual Canadians, as well as to the productivity, competitiveness and prosperity of Canada.

A significant key to increased productivity is education. "By increasing education, citizens are better equipped to contribute to the development of public policy and participate fully in public discourse.[3] Individuals and society benefit from better health outcomes and reduced crime rates."[4]

Education can serve to level the playing field, allowing those from less advantaged backgrounds to acquire the skills and knowledge needed to get ahead. As knowledge becomes even more important to individual economic advancement, the risks of the lower participation rates of low-income Canadians, youth whose parents did not pursue higher education and Aboriginal peoples include not only lower incomes for individuals and lower productivity, but also an increasingly fractured society and a resulting poorer quality of life for all Canadians.[5]

Did You Know?

- Budget 2007 strengthened Registered Education Savings Plans by eliminating the $4,000 limit on annual contributions and increasing the lifetime contribution limit to $50,000 from $42,000.
- Budget 2007 increased the maximum annual Canada Education Savings Grant amount to $500 from $400.
- The number of beneficiaries who have ever received the Canada Education Savings Grants is anticipated to be 2.5 million by the end of 2010.
- The number of beneficiaries who have ever received the Canada Learning Bond is anticipated to be 240,000 by March 2011.
- The Canada Student Loans Program (CSLP) estimates that 580,000 Canadians will benefit from the Program in 2008–2009 (this includes 450,000 students benefiting from loans, grants and non repayable in-study interest subsidies and 130,000 borrowers benefiting from debt management measures).The CSLP estimates that 80,000 Canadians will benefit from Canada Study Grants and Canada Access Grants in 2008–2009.
- Approximately 100,000 students with demonstrated financial need benefit from millennium bursaries annually from the Canada Millennium Scholarship Foundation (CMSF); 21,000 additional students from low-income families who have demonstrated financial need benefit from millennium access bursaries annually from CMSF; over 1,800 post-secondary students receive an annual millennium entrance award from the CMSF: and up to 1,200 post-secondary students receive in-course excellence awards from the CMSF for demonstrating exceptional merit and community service.
- The International Academic Mobility initiative will support 50 Canadian post-secondary institutions in providing international education opportunities for Canadian students in North America and Europe in 2008–2009.

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[3] Lynch, Kevin. 2006. "Canada's Success is no Accident, and it isn't a Given" *Policy Options* Vol. 27, No.4 (April–May). **http://www.irpp.org/po/archive/apr06en/lynch.pdf**

[4] *The Price of Knowledge 2004: Access and Student Finance in Canada* Canada Millennium Scholarship Foundation, 2004, page 14. **http://www.millenniumscholarships.ca/images/Publications/Price_of_Knowledge-2004.pdf**

[5] *The Price of Knowledge: Access and Student Finance in Canada – 3rd Edition.* Canada Millennium Scholarship Foundation, 2007, page 15. **http://www.millenniumscholarships.ca/images/Publications/POK07_e.pdf**

HRSDC helps Canadians gain access to the learning opportunities they need to participate more fully in a knowledge-based economy and society. The Department fosters a culture of lifelong learning by:

- Promoting awareness of the importance of lifelong learning and the need to save for post-secondary education;
- Facilitating access for students to post-secondary education and adult learning opportunities;
- Reducing non-financial barriers (awareness, distance, and time constraints) to adult learning by contributing to the development of innovative approaches to adult learning; and
- Collaborating with provincial and territorial governments and key stakeholders on the delivery of learning programs and services.

To better demonstrate results for Canadians, during 2008–2009 the Department will be using new information gathered through surveys, to establish targets for several new performance indicators. These will be included in future Reports on Plans and Priorities.

The first of these indicators will indicate whether those who need financial assistance are receiving it through the Canada Student Loans Program. Other planned indicators will enable the Program to determine the extent of awareness amongst Canadians of the financial assistance to students that is available, including savings incentives. These new indicators will allow us to determine if those who need the program have access to it and whether or not the programs efforts to make Canadians aware of the options available to assist them to obtain post-secondary education are working.

The Canada Student Loans Program is a horizontal initiative managed by HRSDC as part of the Learning Mandate. The Program is currently undergoing a review that focuses on simplifying the program; the results of the review will be announced in Budget 2008. The Program also manages the Department's relationship with the Canada Millennium Scholarship Foundation (CMSF), with which the government has a funding agreement. The CMSF is a private, independent organization created and funded by an act of Parliament in 1998. "Its objectives are to improve access to post-secondary education for all Canadians, especially those facing economic or social barriers; to encourage a high level of student achievement and engagement in Canadian society; and to build a national alliance of organizations and individuals around a shared post-secondary agenda"[6]. The CMSF delivers bursaries and scholarships to students across Canada and helps reduce student debt and compliments the loans and grants provided by the Canada Student Loans Program.

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[6] **http://www.millenniumscholarships.ca/en/aboutus/index.asp**

Plans in Support of Strategic Outcome

Labour Market

Plan: **Increase workforce participation and develop the skills of Canadians by working with provinces, territories and partners in the implementation of strategies that will eliminate barriers to employment and improve choices and opportunities**

- Lead the development of a new Labour Market Architecture to make labour market training more widely available for Canadians:
  - negotiate the transfer of non-devolved Labour Market Development Agreements to provinces and territories to deliver training programs to EI eligible clients;
  - negotiate a new generation of labour market agreements for non-EI eligible clients such as social assistance recipients, immigrants, persons with disabilities, youth, older workers, and Aboriginal people;
  - explore the feasibility of transferring federal labour market programs to Provinces and Territories including Older Workers, Youth, and Persons with Disabilities.
- Ensure the Employment Insurance program continues to respond to the temporary income support needs of working Canadians:
  - support implementation of government commitments to improve the governance and management of the EI account;
  - develop options and plans to support decisions related to Employment Insurance Pilot projects.
- Develop and implement strategies to enhance skills of Aboriginal people:
  - foster partnerships that help Aboriginal people obtain skills and training to take advantage of job prospects in the North and across Canada;
  - assess, develop and implement options for a post-2009 Aboriginal labour market strategy.

Workplace Skills

Plan: **Implement innovative and key workplace skills initiatives, in collaboration with provinces, territories, private sector and stakeholders to improve the quality and the efficiency of the labour market**

- Provide leadership on national economic union issues, contributing to a more efficient labour market:
  - work with provinces territories and partners on labour mobility issues, including skilled trades and recognition of credentials (both domestic and foreign) by reducing barriers and enhancing the labour mobility of Canadians;
  - improve the labour market information products and services that are available to Canadians.
- Improve the quality of industry-driven approaches with regard to workplace skills:
  - develop the next phase of the Trades and Apprenticeship Strategy;
  - support sectoral initiatives, including adjustments in all industry sectors including traditional industries and develop new approaches to improve workplace partnerships;
  - facilitate the entry of temporary foreign workers while continuing to ensure Canadians have first access to job opportunities, and develop employer monitoring and compliance measures;
  - Develop tools and other support mechanisms to raise Literacy and Essential Skills of Canadians.

Learning

Plan: **Modernize financial assistance to students as announced in the Advantage Canada Plan**

- Complete the transition to the selected Canada Student Loans Program Service Provider.
- Implement recommendations from the Office of the Auditor General's Report on Federal Loans and Grants for Post-Secondary Education.
- Strengthen program integrity, governance, accountability and stewardship by implementing recommendations from Canada Education Savings Program operational review and evaluations.
- Continue to work with provinces and territories to modernize the delivery of student financial assistance to students.

Plans in Support of Strategic Outcome (continued)

Plan: **Develop policy options and instrument choices related to financial and non-financial barriers to learning**

- Continue program policy and diagnostic work with the provinces, territories, other federal government departments and non-governmental organizations to support learners.
- Further enhance the quality of data and research in support of policy development work on key issues, including access to, and the affordability, completion and promotion of, learning.
- Renew and expand the International Academic Mobility Initiative.
- Identify, explore and develop policy options and instrument choices related to financial and non-financial barriers to learning.
- Develop and implement measures to encourage increased savings by Canadians for their children's post-secondary education.

Logic Model • Labour Market, Workplace Skills and Learning

Strategic Outcome **Enhanced Canadian productivity and participation through effective and inclusive labour markets, competitive workplaces and access to learning**

Program Activity

	Labour Market	Workplace Skills	Learning
2008–2009 Plans	• Increase workforce participation and develop the skills of Canadians by working with provinces, territories and partners in the implementation of strategies that will eliminate barriers to employment and improve choices and opportunities	• Implement innovative and key workplace skills initiatives, in collaboration with provinces, territories, private sector and stakeholders to improve the quality and the efficiency of the labour market	• Enhance management and delivery of learner support programs by ensuring programs are efficient, effective and produce results for Canadians • Continue to address financial and non-financial barriers to post-secondary education and lifelong learning
Program Activity Expected Results	• Unemployed Canadians who qualify under the EI Act are supported while they look for work, facilitating a smooth, and effective labour market transition • Individuals are able to balance work and family responsibilities • A resilient and adaptable workforce with smooth labour market transitions between school and work and between unemployment and re-employment • Challenges of a changing labour market are mitigated through new strategies such as for older workers • Employers who are able to find skilled workers and thus improve their productivity and competitiveness • Improved labour market outcomes for Aboriginal people	• Better understanding of workplace-related learning and needs by all stakeholders • Enhanced utilization of existing skills in labour market • Increase Pan-Canadian consistency of skills recognition processes and requirements • Increased commitment of stakeholders towards workplace-related training	• Reduced financial barriers to participation in post-secondary education through loans and grants • Canadians with children under 18 have Registered Education Savings Plan savings • Canadians with children under 18 years of age are aware of RESP savings incentives • Increase access to international education to enable Canadian students to gain knowledge and skills that contribute to a competitive edge in an increasingly global environment
Program Indicators	• Number of clients employed and / or returns to school following an employment program intervention and as a proportion of the total number of clients who complete their employment program intervention(s) (Clients Employed/Returns to School) • Number of clients who become employed or return to school as a result of their participation in support programs geared to facilitate entry into the workforce or school (Job Ready/Job Search) • Proportion of the total number of Job Ready/Job Search clients who complete their employment program intervention • Number of clients who become employed or return to school as a result of their participation in benefit programs geared towards gaining work experience, improving job skills or starting a new business (Developmental) • Number of clients participating in Skills Development programming, and proportion of the total number of clients participating in programs geared towards gaining work experience, improving job skills or starting a new business (Developmental) • Number of apprenticeship clients who received Benefits provided through EI Part I or II (Developmental). Number of apprenticeship clients who received Benefits provided through EI Part I or II (Developmental)	• Percentage of Sector Councils that meet or exceed expected level of performance • Increase in the number of trades people who are fully mobile in Canada through Red Seal endorsement • Portion of skilled immigrants in occupations targeted by systemic foreign credential recognition interventions • Number of employees, employers and partnering organizations participating in innovative Workplace Skills initiatives	• Client satisfaction with the overall quality of services provided by the Canada Student Loans Program • Percentage of loans consolidated in the 2005–2006 loan year that defaulted by the end of the 2007–2008 loan year (direct loans only) • Percentage of children under 18 years in the current calendar year who have ever received a Canada Education Savings incentive (for example Canada Learning Bond and/or Canada Education Savings Grant) • Amount ($) of Registered Education Savings Plan (RESP) assets in a fiscal year • Level of satisfaction of students with International Academic Mobility experience
Programs	• **Employment Insurance** - Income Benefits - Actuarial Services • **Labour Market Programs** - Aboriginal Human Resources Development Strategy - Aboriginal Skills and Employment Partnerships - Employment Benefits and Support Measures - Enabling Fund for Official Language Minority Communities - Labour Market Adjustments - Labour Market Agreements for Persons with Disabilities - Labour Market Development Agreements Transfers - Opportunities Fund for Persons with Disabilities - Youth Employment Strategy	• **Foreign workers and Immigrants** - Foreign Credential Recognition - Immigration Portal - Interprovincial Labour Mobility - Temporary Foreign Worker Program • **Literacy and Essential Skills** • **Skills and Labour Market information** - Labour Market Information - National Occupational Classification • **Workplace Partnerships** - Apprenticeship Incentive Grant - Inter-provincial Standards Red Seal Program - Sector Councils - Trades and Apprenticeship Strategy - Workplace Skills Initiative	• Student Financial Assistance • Canada Education Savings Program • International Academic Mobility
	Planned Spending: **$16,375.7M** / FTE: **328**	Planned Spending: **$273.8M** / FTE: **515**	Planned Spending: **$2,096.6M** / FTE: **396**

Program Activity Descriptions

Labour Market

This Program Activity is comprised of Employment Insurance and Labour Market Programs. Employment Insurance programs promote individual well being, economic stability, and a flexible labour market by providing temporary income support to unemployed workers who qualify under Part I of the Employment Insurance Act. Employment Insurance encompasses a wide range of benefits to address the needs of workers and the labour market, including Canadians who are sick, pregnant, or caring for a newborn or adopted child, as well as those who must care for a family member who is seriously ill with a significant risk of death. Labour Market Programs provide programs and services that are funded from Departmental Reference Levels and for those programs established under Part II of the *Employment Insurance Act*, the Employment Insurance Account. These programs enable Canadians, including unemployed adults and targeted groups, such as youth and Aboriginal Peoples, to develop their skills and encourage them to invest in themselves and become self-reliant and more adaptable to labour market changes. The operating expenditures are funded from the Departmental Reference Levels and the Employment Insurance Account.

Workplace Skills

This Program Activity collaborates with industry partners and stakeholders through Workplace Partnerships to identify, address, and promote workplace skills development. Workplace Skills improves immigrant integration outcomes through programs such as Foreign Credential Recognition, the Immigration Portal, and the Foreign Worker Program. Workplace Skills also develops and disseminates knowledge and information, which is vital to inform a well-functioning labour market through Skills and Labour Market Information, including National Occupational Classification and Essential Skills. Funding is administered through voted contributions. The operating expenditures are funded from the Departmental Reference Levels and the Employment Insurance Account.

Learning

This Program Activity assists Canadians in acquiring the education and skills that will enable them to participate in a knowledge-based economy and society. In doing so, the program works in close partnership with the provinces and territories, voluntary sector, financial institutions, service providers and other key stakeholders to increase awareness of, preparedness for and access to lifelong learning opportunities by reducing financial and non-financial barriers for today's and tomorrow's learners. Programs within this area are delivered nationally and include statutory and voted programs. In terms of statutory programs, the Canada Student Loans Program promotes accessibility to post-secondary education through the provision of loans and grants to students with demonstrated financial needs. The Program also offers debt management measures to help borrowers with repayment. The Canada Education Savings Program promotes and encourages Canadians to save for a child's post-secondary education through Registered Education Savings Plans by providing grants. In terms of voted programs, the International Academic Mobility initiative administers contribution programming in the area of international student mobility. The operating expenditures are funded from the Departmental Reference Levels and the Employment Insurance Account.

For more details relating to these programs please see Section IV – Other Items of Interest.

Financial Tables

Labour Market, Workplace Skills and Learning

Strategic Outcome: **Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning**

Financial and Human Resources	Planned Spending		
	2008–2009	**2009–2010**	**2010–2011**
***Financial Resources** (in millions of dollars)*			
Labour Market			
Gross Operating Expenditures	45.4	44.4	44.2
Voted Grants and Contributions	1,324.6	1,244.0	1,229.0
Statutory Transfer Payments	0.1	0.1	0.1
Total Gross Expenditures	**1,370.1**	**1,288.5**	**1,273.3**
Employment Insurance Part I - Income Benefits	12,827.0	13,435.0	13,915.0
Employment Insurance Part II - Employment Benefits and Support Measures	2,136.3	2,136.3	2,136.3
Government Annuities and Civil Service Insurance Payments	42.3	39.7	37.3
Sub-Total Labour Market	**16,375.7**	**16,899.5**	**17,361.9**
Workplace Skills			
Gross Operating Expenditures	68.3	67.8	67.6
Voted Grants and Contributions	205.5	192.0	172.7
Sub-Total Workplace Skills	**273.8**	**259.8**	**240.3**
Learning			
Gross Operating Expenditures	158.1	142.1	138.0
Voted Grants and Contributions	7.0	7.1	7.3
Statutory Transfer Payments	1,025.2	1,039.1	1,045.5
Total Gross Expenditures	**1,190.3**	**1,188.3**	**1,190.8**
Loans disbursed under the *Canada Student Financial Assistance Act*	906.3	733.2	617.6
Sub-Total Learning	**2,096.6**	**1,921.5**	**1,808.4**
Total	**18,746.1**	**19,080.8**	**19,410.6**
Human Resources (Full Time Equivalents)			
Labour Market	328	314	314
Workplace Skills	515	516	516
Learning	396	436	439
Total - Full Time Equivalents	**1,239**	**1,266**	**1,269**

Financial Tables *(continued)*

	Planned Spending		
	2008–2009	2009–2010	2010–2011
Details by Programs and Services			
***Financial Resources** (in millions of dollars)*			
Labour Market			
Employment Insurance	12,881.3	13,486.4	13,964.0
Labour Market Programs	3,479.5	3,396.1	3,380.9
Allocated Internal Services[a]	14.9	17.0	17.0
Sub-Total	**16,375.7**	**16,899.5**	**17,361.9**
Workplace Skills			
Workplace Partnerships	170.9	166.1	152.0
Foreign Workers and Immigrants	29.4	20.0	17.6
Skills and Labour Market Information	5.6	5.6	5.6
Literacy and Essential Skills	35.2	32.7	29.7
Others[b]	8.9	8.9	8.9
Allocated Internal Services[a]	23.8	26.5	26.5
Sub-Total	**273.8**	**259.8**	**240.3**
Learning			
Student Financial Assistance	1,430.4	1,241.3	1,118.0
Canada Education Savings Program	631.5	641.5	650.8
International Academic Mobility	4.0	4.0	4.0
Others[b]	9.9	9.8	10.3
Allocated Internal Services[a]	20.8	24.9	25.3
Sub-Total	**2,096.6**	**1,921.5**	**1,808.4**
Total	**18,746.1**	**19,080.8**	**19,410.6**
Human Resources (Full Time Equivalents)			
Labour Market	328	314	314
Workplace Skills	515	516	516
Learning	396	436	439
Total - Full Time Equivalents	**1,239**	**1,266**	**1,269**

[a] Internal Services resources related to the Ministers' Offices, the Deputy Ministers' Offices, the Comptroller's Office, the Internal Audit Services and the shared services have been prorated to each program activity.

[b] Other category is for the resources which are not directly related to the sub-activities identified.

Safe, Healthy, Fair, Stable, Cooperative, Productive Workplaces and Effective International Labour Standards

C. Labour

The workplace is where Canada's wealth is generated and where many Canadians spend a significant proportion of their day. Therefore, fulfilling the mandate of the Labour Program that deals with workplace issues is crucial to the performance of Canada's economy and the well-being of its citizens. That mandate can be defined, in general terms, as supporting balanced, cooperative relationships between employers and employees and fostering safe, healthy, fair, and productive work environments. This mandate operates at three levels:

- **Federal Jurisdiction Mandate –** The development and administration of labour-related legislation governing federally-regulated private sector employers, which employ approximately 8.5 per cent of the Canadian labour force. In addition, the federal public sector is covered by occupational health and safety legislation.
- **National Mandate –** National leadership and coordination within the network of labour jurisdictions in Canada in the interests of strengthening the Canadian economic union and sharing best practices.
- **International Mandate –** Managing Canada's international labour affairs, including the negotiation and implementation of international labour agreements, often in the context of free trade agreements, and representation of Canada in the International Labour Organization and other multilateral organizations dealing with labour issues.

The primary stakeholders of the Labour Program are employers, employees and unions in the key economic sectors covered by federal labour laws and programs. These sectors include:

- Interprovincial and international transportation (airlines, rail, inter-provincial trucking, ports and airports);
- Telecommunications (broadcasters, cable companies, telecom companies, Internet providers);
- Chartered banks;
- The post office and courier companies;
- Industries declared by Parliament to be in the national interest, such as grain handling and uranium mining;
- Aboriginal governments, their employees, and certain Aboriginal undertakings;
- A wide range of companies who have major contracts with the federal government and are therefore covered by the Federal Contractor Program for Employment Equity;
- Federal Crown corporations; and
- Federal departments and agencies for occupational health and safety purposes.

The Labour Program's federal jurisdiction mandate covers an estimated 46,000 Canadian workplaces employing approximately 1.1 million employees. The Labour Program's clients are employers, their employees and unions in key sectors of the economy. These clients are generally sophisticated, intensely concerned with all aspects of labour policy, and well organized, whether through labour organizations or business associations. Labour Program clients expect high levels of professionalism in both administration and policy development. Beyond the federal jurisdiction, the Labour Program interacts with a wide variety of business, labour and other non-governmental organizations on both national and international issues.

The economic importance of industries under federal jurisdiction is enormous. Significant economic and social impacts can be caused by labour strife in such industries as air transportation, telecommunications, railways, ports, and postal and courier services. Not only do employers and unions in these industries look to the Labour Program to facilitate constructive labour relations, but thousands of businesses in provincial jurisdictions can also be immediately impacted by labour disputes in the federal jurisdiction. Transportation and communications are critical elements in the infrastructure of the economy, and third-party impacts of work stoppages in these sectors are immediate and substantial.

Rights in the workplace are among the most tangible and important rights that citizens have in practical, day-to-day terms. The presence of the Government of Canada is represented directly to thousands of Canadians every year in workplaces across the country by officials of the Labour Program. The Labour Program's compliance programs are

Strategic Outcome Indicators

Labour

Indicators		Current Level	Year
Percentage of total working days lost due to work stoppages (federal jurisdiction)		Less than 1%	2006
Representation of designated groups in all occupations and workforce availability, employers covered under the Legislated Employment Equity Program	**Representation of Designated Groups**		
	Women	43.3%	2005
	Aboriginal Peoples	1.8%	2005
	Visible Minorities	14.1%	2005
	People with Disabilities	2.7%	2005
	Workforce Availability		
	Women	47.3%	2001
	Aboriginal Peoples	2.6%	2001
	Visible Minorities	12.6%	2001
	People with Disabilities	5.3%	2001

particularly significant in the case of non-unionized employees. Employees who are dismissed or who are not properly paid their wages and who have no union to represent their interests must rely on a Labour Program officer to protect their rights. The lack of access, or prolonged delays in obtaining responses to complaints, can have a serious impact on personal lives, and be far more costly to employers, employees and the government than rapid resolution through mediation or other forms of alternate dispute resolution.

Employees and employers rely on Labour Program officials to promote and protect their health and safety at work. The right to refuse dangerous work and other rights related to occupational health and safety have important implications for both employees and employers. A strong, proactive occupational health and safety program is the most effective way to reduce accidents and occupational diseases in the workplace, which benefits both employees and employers. Fewer accidents reduce the costs incurred as a result of injury or illness, but also result in increased job satisfaction and productivity. The consequences of lax administration in this field can include high costs to companies and the economy, and can be tragic at the level of the individual worker. On the other hand, there are very large potential savings for public health care and workers' compensation systems when good occupational health and safety practices are in place.

Women, Aboriginal peoples, members of visible minorities, and persons with disabilities look to the Labour Program to promote equal employment opportunity through the administration of the *Employment Equity Act* and the Federal Contractors Program for Employment Equity. Over 500 federally-regulated employers, the federal public service, and some 1,000 federal contractors under provincial jurisdiction are covered by employment equity requirements. These employers must identify areas of under-representation, remove barriers to the designated groups, and implement a plan to achieve appropriate representation. The Racism-free Workplace Strategy, as part of the Government of Canada's Action Plan against Racism, complements employment equity requirements by educating employers and providing resources that are aimed at eliminating barriers to employment and advancement faced by members of visible minorities and Aboriginal people — this includes supporting advancement in the workplace.

Internationally, it is increasingly recognized that alongside trade liberalization, which brings substantial economic benefits, it is important to address the social dimensions of globalization. This includes promoting respect for core international labour standards, a complex undertaking that requires the Labour Program to represent Canada in multilateral labour forums in this hemisphere and globally, and to negotiate bilateral labour agreements and cooperative frameworks with partners on various continents. Because significant numbers of these partners are developing countries, the Labour Program is facing growing pressure to provide technical assistance to help them meet international labour standards and agreement obligations. The important role played by the Labour Program in Canada's trade agenda has led to new levels of collaboration with other actors crucial to successful management of trade-related labour issues in a globalized world; namely, other government departments, provincial and territorial ministries of Labour, union and employer associations, and other donor countries.

In addition to managing its ongoing operations in the 2008–2009 fiscal year, the Labour Program will focus on a number of priority initiatives.

Some of these initiatives relate to programs and policies that have already been approved. One is implementation of a comprehensive package to facilitate the reinstatement of military reservists into employment or post-secondary studies after a period of service with the Canadian Forces. This package includes job protection for reservists working in the federally-regulated private sector or the federal public service, relief from student loan payments for student-reservists during periods of military service, and collaboration with provinces and territories to promote effective measures for reservists across the country.

A second initiative that will be implemented in 2008–2009 is the Wage Earner Protection Program, which was approved by Parliament in 2005 and can now be brought into force thanks to technical amendments passed in December 2007. The program will compensate workers, up to a limit of approximately $3,000, for unpaid wages and vacation pay owed to them by employers who are declared bankrupt or are subject to receivership under the *Bankruptcy and Insolvency Act*.

A third set of initiatives relates to recent regulatory improvements in the area of occupational health and safety. Guidance materials and enabling tools will be developed to assist workers and employers to implement effective programs to help reduce musculoskeletal injuries due to poor workplace ergonomics and to prevent violence in the workplace.

Finally, the Labour Program will continue to implement its new Pay Equity Program, which promotes equal pay for work of equal value through a combination of specialized information, monitoring, and mediation.

In addition to implementing approved initiatives on the domestic front, the Labour Program will endeavour, consistent with Government policy, to advance Canadian interests and values in the negotiation and implementation of international labour standards and agreements. These efforts will occur in both bilateral contexts – notably during the negotiation of free trade agreements – and multilateral contexts – particularly the International Labour Organization.

The Labour Program will also seek to enhance the engagement of Canada's provinces and territories on international labour issues. Of particular importance are adherence to Labour Cooperation Agreements that Canada signs with its free trade partners, ratification of international labour conventions, and collaboration with respect to the International Labour Organization.

A final category of priority activities is the development of innovative policy and program options that respond to the evolving realities of Canadian workplaces. In this connection, key activities will include the exploration of the causes and impact of work stoppages and options for reducing their frequency and duration in federally-regulated industries; analysis of the recommendations of the Federal Labour Standards Review and discussions on next steps with stakeholders; improvements to the administration the *Government Employees' Compensation Act*, which provides benefits for federal employees who are injured on the job; and development of information and options for the consideration of the Parliamentary Committee charged with the five-year review of the *Employment Equity Act*. Labour Program staff, working with others, will also continue to examine labour-related issues raised by stakeholders or in public discussion; examples include leave provisions for pregnant and nursing women and for victims of criminal activity, best practices with respect to work-life balance, and pandemic planning in the workplace context.

More information on the Labour Program can be found at:

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/labour.shtml

Plans in Support of Strategic Outcome

Labour

Plan: **Fully implement recently-approved programs and policies aimed at fostering fair and productive workplaces**

- Play a key role in implementation of a comprehensive package to facilitate the re-integration of military reservists into employment or studies after a period of service with the Canadian Forces.
- Working with Service Canada, complete the design and ensure the implementation of the new Wage Earner Protection Program.
- Provide employers and workers with information and support related to regulatory changes that address ergonomics and violence in the workplace issues and ban smoking rooms.
- Implement the new Pay Equity Program, which is based on increased and specialized information, mediation, and monitoring activities.

Plan: **Advance Canadian interests and values in the negotiation and implementation of international labour standards and agreements**

- Pursue the conclusion and implementation of Labour Cooperation Agreements with countries that have, or are negotiating, free trade accords with Canada, and of Memoranda of Understanding on labour cooperation with other key states.
- Work to ensure that the International Labour Organization (ILO) focuses its efforts on practical activities that produce tangible results and that Canada's interests are protected in the context of ILO deliberations.
- Work to improve federal-provincial-territorial cooperation on international labour matters.

Plan: **Develop innovative policy and program options that respond to the evolving realities of Canadian workplaces**

- Explore options for reducing the risk, frequency, and duration of work stoppages in federally-regulated industries.
- Develop, and consult with stakeholders on, concrete options flowing from the Review of Part III (Labour Standards) of the *Canada Labour Code*.
- Develop, in collaboration with provincial workers' compensation boards, options for improving administration of the *Government Employees' Compensation Act* (GECA) and, in collaboration with other federal departments, for strengthening disability management activities by employers covered by that legislation.
- Develop options for presentation before the Parliamentary Committee charged with examination of the *Employment Equity Act*, when that examination is begun.

Logic Model • **Labour**

Strategic Outcome

Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards

Program Activity

Labour

2008–2009 Plans

- Develop innovative policy and program options that respond to the evolving realities of Canadian workplaces
- Fully implement recently-approved programs and policies aimed at fostering fair and productive workplaces
- Advance Canadian interests and values in the negotiation and implementation of international labour standards and agreements

Program Activity Expected Results

- Safe, healthy, stable, cooperative and productive workplaces
- Reduction in lost-tie injuries and fatalities in the federal labour jurisdiction
- Federal and provincial-territorial governments work together on key labour issues, including occupational health and safety, labour standards, employmet equity, industrial relation and international labour affairs activities
- Fulfillment of Canada's international labour commitments

Program Indicators

- Percentage of collective bargaining disputes settled under Part I (Industrial Relations) of the *Canada Labour Code* without work stoppage
- Percentage of unjust dismissal complaints settled by inspectors (Part III (Labour Standards) of the *Canada Labour Code*)
- Disabling Injury Incidence Rate (DIIR) measuring the change in the rate of time-loss injuries, illnesses and fatalities within federal jurisdiction industries from year to year
- Percentage of money collected in relation to the amount found to be owed for complaints under Part III (Labour Standards) of the *Canada Labour Code* (excluding unjust dismissal complaints)
- Client satisfaction with the quality of workplace information data

Programs

- Federal Mediation and Conciliation Service
- National Labour Operations
- International and Intergovernmental Labour Affairs
- Workplace Policy and Information

Planned Spending: **$271.4M** / FTE: **936**

Program Activity Description

Labour Program

This Program Activity promotes and sustains stable industrial relations and a safe, fair, and productive workplace within the federal labour jurisdiction. It collects, disseminates, and analyzes labour and workplace information; fosters constructive labour-management relationships; ensures compliance with minimum labour standards and occupational health and safety protections; and represents Canada in international labour matters. The Labour Program's federal jurisdiction mandate reaches an estimated 46,000 Canadian workplaces and approximately 1.1 million employees. Many of the stakeholders of the Labour Program are sophisticated, intensely concerned with labour policy, and well organized, whether through unions or through business associations. Beyond the federal jurisdiction, the Labour Program interacts with a wide variety of business, labour and other non-governmental organizations representing the different interests of Canadians on both national and international labour issues.

From the point of view of the average worker, the Labour Program's role is to protect his or her rights at work. Employees who are members of unions often benefit from the services of Labour Program Mediation and Conciliation Officers who assist their unions and employers in resolving collective agreement disputes in a productive manner without disruption to their working lives. Employees who are dismissed or who are not properly paid their wages, and who have no union to represent their interests, must turn to a Labour Program officer for assistance. Employees rely on Labour Program officials to protect their health and safety at work by promoting a culture of health and safety, including the use of workplace health and safety committees, and by enforcing the right to refuse dangerous work and other rights related to occupational health and safety. Aboriginal people, visible minorities, women and persons with disabilities look to the Labour Program to promote equality of employment opportunities. The operating expenditures are funded from the Departmental Reference Levels and the Employment Insurance Account.

Labour

Strategic Outcome: **Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards**

Financial and Human Resources	Planned Spending 2008–2009	Planned Spending 2009–2010	Planned Spending 2010–2011
***Financial Resources** (in millions of dollars)*			
Labour			
Gross Operating Expenditures	98.3	104.8	105.0
Voted Grants and Contributions	3.9	3.9	3.9
Statutory Grants and Contributions	31.2	31.2	31.2
Total Gross Expenditures	**133.4**	**139.9**	**140.1**
Workers' Compensation Payments	138.0	141.0	145.0
Total	**271.4**	**280.9**	**285.1**
Human Resources			
Full Time Equivalents	936	968	970

Details by Programs and Services	2008–2009	2009–2010	2010–2011
***Financial Resources** (in millions of dollars)*			
Labour			
Federal Mediation and Conciliation Service	8.4	8.4	8.4
National Labour Operations	182.9	185.9	189.9
International and Intergovernmental Labour Affairs	6.2	6.2	6.2
Workplace Policy and Information	38.7	38.7	38.7
Others[b]	1.5	1.5	1.5
Allocated Internal Services[a]	33.7	40.2	40.4
Total	**271.4**	**280.9**	**285.1**
Human Resources			
Full Time Equivalents	936	968	970

[a] Internal Services resources related to the Ministers' Offices, the Deputy Ministers' Offices, the Comptroller's Office, the Internal Audit Services and the shared services have been prorated to each program activity.

[b] Other category is for the resources which are not directly related to the sub-activities identified.

Enhanced Income Security, Access to Opportunities and Well-Being for Individuals, Families and Communities

D. Social Investment, Children and Families, Housing and Homelessness[7]

Well-being for Individuals, Families and Communities...

Canada's economic prosperity, dynamic labour market, and its strong and vibrant society are closely linked to the security and well-being of Canadians, their families and communities.

The Government of Canada is committed to helping all Canadians meet their needs by continuing to invest in the future of Canadian families and communities, and help those seeking to break free from the cycles of homelessness and poverty.

Strategic Outcome Indicators

Social Investment, Children and Families, Housing and Homelessness

Indicators	Current Level		Year
Number of and proportion of individuals aged 65 years +, who had low family income.	241,900	6.1% of all Seniors	2005
Number and proportion of individuals aged 65 years + who would have had low income without public pension support.	1,963,400	49.4% of all Seniors	2005
Percentage of recipient's individual income provided by the CPP-D benefit		42.6% includes QPP clients	2004
Primary child care arrangements for children aged 1 to 5 years		45% parental 55% non-parental 27.4% care by a relative 30.5% daycare centre 5% other	2004–2005
Percentage of young children with average to advanced levels of verbal development		86.5% of children 4–5 years of age displayed average to advanced levels of verbal development	2004–2005
Percentage of young children living in families exhibiting positive family functioning		91.3% of children from birth to five years of age lived in well-functioning families	2004–2005
Incidence of Low Income – Change in the number and percentage of families and children that fall below the post-tax low income cut-offs (post-tax LICOs), due to the National Child Benefit, in one year.	Due to the National Child Benefit initiative, in 2003, an estimated 159,000 children in 60,500 families were prevented from living in low income. This is a 12.4 percent reduction in the number of families with children living in low income in 2003.		
Depth of Low Income – Change in the aggregate amount of income that low-income families would need to reach the post-tax low income cut-offs (post-tax LICOs), due to the National Child Benefit, in one year.	For families with children who received the National Child Benefit Supplement in 2003, the National Child Benefit reduced the depth of low income by a total of $610 million, or 16.1 percent.		
Core Housing Need	1.5 million Canadian households	13.7%	2001 Census

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[7] Within the portfolio, Human Resources and Social Development Canada (HRSDC) focuses on homelessness and Canada Mortgage and Housing Corporation (CMHC) focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

As highlighted at the outset of this report, individuals, families and communities are facing new challenges. HRSDC is working with other government departments, stakeholders, and the provinces and territories to address these challenges.

HRSDC provides a number of programs and services for Canadians to supply them with the support, knowledge, and information they need to maintain their well-being and facilitate their participation in all areas of society. There is a special emphasis on vulnerable Canadians.

In 2008–2009, HRSDC will continue its efforts to build and improve social investments for Canadians with a focus on core social programs for:

- children and families;
- seniors;
- people with disabilities;
- communities; and
- homeless people and those at risk of homelessness.

The Department will achieve this by ensuring that programs are accountable, efficient and managed to achieve results.

Enhanced Income Security...

Ensuring income security is essential to the quality of life and well-being of Canadians. HRSDC develops and administers a broad range of programs that address the needs of seniors, people with disabilities and children and families. For example, in delivering and administrating the Canada Pension Plan and Old Age Security, the Department is committed to ensuring that seniors receive all the retirement benefits to which they may be entitled.

Income security is also a significant challenge for people with disabilities. Many of these individuals are not always able to earn an adequate income through employment. Recognizing these factors, the Government of Canada uses its fiscal and tax policies to support people with disabilities and their caregivers through a variety of income support measures and tax incentives. HRSDC also manages the Canada Pension Plan Disability program which pays monthly benefits to eligible contributors to enhance the social and economic participation of people with disabilities.

Did You Know?

- **Today's seniors are living longer and are healthier in old age, and their financial situation has improved significantly over the past 25 years. The educational attainment of seniors has soared, and their attachment to the labour market has increased over the last decade.**
- **During 2008, the Government will keep its promise to pay up to $3,500 in grants to match the contributions to Registered Disability Savings Programs which families and individuals make. The Government will also pay up to $1,000 in bonds to Disability Tax Credit eligible low-income adults and low-income families with eligible children, which do not require private contributions to qualify.**

The program is Canada's largest long-term disability insurance plan and is an important source of earnings replacement for Canada Pension Plan contributors who cannot work due to a severe and prolonged disability. In terms of new disability-related programming, the Department will implement the Registered Disability Savings Program announced in Budget 2007. This initiative will assist people with severe disabilities who qualify for the Disability Tax Credit to have savings to meet their needs later in life.

The economic security of families with children is another key area of concern for HRSDC. Despite a strong economy, some families with children continue to face challenges, and HRSDC is focused on improving conditions for those families with children living in low income.

Access to Opportunities

Access to opportunities refers to a wide variety of social programs and services that help individuals and families who face barriers in society and in the labour market. For HRSDC this means strengthening and building capacity to increase access to services, information, and resources, as well as funding and encouraging social programs that empower and engage citizens.

Recognizing that the needs of families are diverse, the Government of Canada provided parents with the flexibility to choose the option that best suits their needs. The Universal Child Care Plan recognizes families as the key building block of society and gives parents the flexibility to balance work and family as

Did You Know?

- The employment rate of mothers, including those with young children, roughly doubled in the past 30 years. Dual earner families with both parents in the paid labour force are increasingly the norm.
- In 2006, couples without children (42.7%) outnumbered couples with children (41.4%) for the first time.
- Young people are delaying transitions. In 2006, 43.5% of the 4 million young adults aged 20 to 29 either stayed in the parental home or moved back in.
- An estimated 2.8 million Canadians provide unpaid care to family and friends. As the population over 65 grows, so will pressures on family members to provide care.
- Each year, the Universal Child Care Benefit provides $2.4 B to 1.5 million families on behalf of 2 million children.

they see fit. HRSDC will continue to support the implementation of the Universal Child Care Benefit, the cornerstone of Canada's Universal Child Care Plan. Through the Universal Child Care Benefit, parents receive $100 per month (up to $1200 per year) for each child under the age of six, to help support them in the choice of child care that best meets the needs of their family.

HRSDC continues to examine key pressures and challenges confronting Canadian families to create conditions and opportunities for success. HRSDC is committed to demonstrating federal leadership to provide greater choice and flexibility in child care, and fostering a work life balance.

HRSDC will continue to ensure that low-income families are effectively supported through the National Child Benefit initiative. Through this initiative, the federal government works in partnership with provincial and territorial governments to provide income support, as well as benefits and services, for low-income families and their children. The Government of Canada's contribution to this initiative is the National Child Benefit Supplement. In 2008–2009, the Department will also contribute to the continued development of supports for the working poor.

In addition, HRSDC will continue to work with its provincial and territorial colleagues on the implementation of commitments made in intergovernmental agreements in support of young children and their families. This includes the 2000 Federal/Provincial/Territorial Early Childhood Development Agreement and the 2003 Multilateral Framework on Early Learning and Child Care, as well as monitoring the investments made by provinces and territories in support of the creation of child care spaces as outlined in Budget 2007.

As the federal government's focal point for seniors' issues, HRSDC supports and co-ordinates federal efforts to identify challenges and opportunities created by the growing seniors population. HRSDC will continue to work with other federal government departments and with the provinces, territories and stakeholders, on the policy, program development and coordination of the Government's approach to seniors' issues in Canada. HRSDC will also support the work of the Secretary of State (Seniors) and the National Seniors Council.

To improve the well-being of seniors, the Department will continue to deliver the New Horizons for Seniors Program. HRSDC will implement the two new components of the Program announced in Budget 2007 to maintain existing programs and activities for seniors and to help reduce elder abuse and fraud.

HRSDC also supports the Government of Canada on matters affecting people with disabilities. HRSDC strives to improve awareness, coherence, and horizontal management of disability issues within the Department, and across the Government of Canada. In this capacity, HRSDC's Office for Disability Issues will continue to serve as a model of accessibility for the federal government, and provide leadership in promoting accessible workplaces throughout the government. The Department will implement the Enabling Accessibility Fund announced in Budget 2007 to improve accessibility for people with disabilities in their communities by providing funding to contribute to the creation of abilities centres and small capital improvements on existing community buildings.

To contribute to the well-being of individuals, families and communities, HRSDC is committed to supporting the efforts of the community not-for-profit sector to innovate, strengthen networks of collaboration, promote self-sufficiency and share good practices to contribute to community well-being.

There is an emerging phenomenon across Canada where communities are developing unique and innovative local initiatives to improve the social and economic well-being of their residents. HRSDC is working to support these initiatives by helping communities in the area of early childhood development through the Understanding the Early Years initiative, supporting community data development, sharing information across federal departments about Canadian and international trends in community development, and working with the not-for-profit sector.

HRSDC works to prevent and reduce homelessness by working with communities to ensure increased strategic engagement with partners and improved coordination and delivery of services. The goal is to ensure the long-term sustainability of community efforts. To this end, the Homelessness Partnering Strategy provides $269.6M over two years to help put in place the structures and supports needed to move individuals towards self-sufficiency and participation in Canadian society. The Strategy focuses on longer-term supportive and transitional housing as its approach to homelessness in Canada. By working with communities, provinces and territories, the private and not-for-profit sectors and Aboriginal partners, the Strategy encourages an effective alignment of federal/provincial/territorial investments and facilitates access to the range of services and programs needed by homeless individuals and families. Under the Homelessness Partnering Strategy, the federal government offers the provinces and territories the opportunity to enter into bilateral arrangements to improve collaboration between the two levels of government.

Did You Know?

- **Canada's homeless population has many faces: men, women, children, youth, newly arrived immigrants, refugees, victims of spousal violence, persons suffering from mental illness or addictions, and low-wage workers.**
- **The Homelessness Partnering Strategy focuses on providing stable housing as the starting point and then provides additional supports as needed – such as life skills, health and addictions counselling, training, and parenting skills.**

Homelessness has a significant impact on other federal policy areas, including health, crime prevention, immigrant settlement and employment. As such, in 2005, the Auditor General recommended strengthened horizontal accountability. The Homelessness Partnering Strategy supports this recommendation and, therefore, has earmarked $1.6M over two years under the Strategy to test innovative horizontal collaboration with other relevant federal programs and policies. Upon conclusion, the results of these pilot projects are expected to inform future homelessness policy development.

Plans in Support of Strategic Outcome

Social Investment

Plan: **Raise awareness of seniors' issues and improve the retirement income system**

- Develop and advance policy options to address the issue of elder abuse.
- Develop and implement a plan to inform people about the retirement income system and their role within it.
- Continue review of the *Old Age Security Act* and the Canada Pension Plan to ensure that the programs meet current and future needs. Implementation of Bill C-36 (an Act to amend the *Canada Pension Plan and Old Age Security Act*) will be a priority for 2008–2009, particularly those amendments dealing with lifetime Guaranteed Income Supplement applications.
- Support the National Seniors Council on matters related to the well-being and quality of life of seniors.
- Lead the development of policy proposals for the Canada Pension Plan Triennial Review.

Plan: **Promote the full participation of people with disabilities in all aspects of society and community life**

- Improve awareness, coherence, and horizontal management of disability policies and programs within HRSDC and across the Government of Canada.
- Develop and implement a disability management strategy for HRSDC and the portfolio in collaboration with internal partners.
- Lead in the provision of strategic policy advice, plans and initiatives to achieve the objectives of the 2010 Olympic and Paralympic Winter Games.
- Develop regulations and prepare options and Cabinet documents to prepare for the implementation and administration of the Registered Disability Savings Plan.
- Make strategic investments in community infrastructure through the Enabling Accessibility Fund.
- Develop and advance policy options for a *Canadians with Disabilities Act*.
- Ensure that the Canada Pension Plan (CPP) remains responsive to the current and future needs of Canadians receiving CPP Disability Benefits by contributing to the CPP Triennial Review.
- Begin Phase II of the summative evaluation of the Canada Pension Plan Disability Program, which will gather mostly quantitative evidence to address evaluation questions regarding the net impacts of the Canada Pension Plan Disability program, on both applicants and beneficiaries.

Plan: **Support not-for-profit community sector efforts to innovate, strengthen networks of collaboration, develop capacity and share good practices to contribute to community well-being**

- Make strategic investments through the Social Development Partnerships Program in national not-for-profit organizations to improve social outcomes for children, families, people with disabilities and other vulnerable populations consistent with the social priorities of the Government. Prepare for the renewal of the program whose terms and conditions expire in March 2009.
- Increase the participation of seniors through projects funded through the New Horizons for Seniors Program and implement the new program components on capital assistance to maintain existing seniors' programs and activities, and on the promotion of awareness of elder abuse.
- Develop research, knowledge and policy expertise on social financing to better understand the opportunities for strengthening investments in social infrastructure and services, and address the financing needs of the community non-profit sector.
- Support experimental approaches to community self-help, and the transfer of knowledge across Canada of best practices, models and strategies to promote resilient communities.
- Support a government dialogue on understanding "place-based" policy approaches, models, and best practices in horizontal collaboration and partnerships to contribute to community well-being.

Plans in Support of Strategic Outcome *(continued)*

Children and Families

Plan: **Provide support and choices for families, through Canada's Universal Child Care Plan and other existing initiatives, to help ensure their children have the best possible start in life**

- Continued implementation of the Universal Child Care Benefit for all children under six, in partnership with Canada Revenue Agency, including a formative evaluation.
- Continued implementation of commitments in existing Intergovernmental (F/P/T) Agreements (2000 Federal/Provincial/Territorial Early Childhood Development Agreement and the 2003 Federal/Provincial/Territorial Multilateral Framework on Early Learning and Child Care).
- Monitoring of provincial and territorial investments of $250M in support of creation of child care spaces, as per commitments in existing intergovernmental agreements.
- Continue to work with provincial and territorial governments on the National Child Benefit initiative.

Housing and Homelessness

Plan: **Implement the Homelessness Partnering Strategy**

- Seek Cabinet approval for renewal of the Homelessness Partnering Strategy — present terms and conditions expire in March 2009.
- Allocate program funding based on approved community plans/projects, and update program guidelines and tools to implement the Homelessness Partnering Strategy that will ensure continuity of services to homeless people.
- Focus on achieving tangible results for homeless and at risk persons through an approach that focuses on longer-term supportive and transitional housing.

Plan: **Develop partnerships to better align investments**

- Hold discussions with provinces and territories to offer the opportunity to participate in bilateral arrangements to better align investments in support of community efforts.
- Shape meaningful public-private partnerships in the context of addressing homelessness challenges.

Plan: **Strengthen horizontal links between Housing and Homelessness and other policy areas**

- Develop and advance policy options to help Canadians seeking to break free from the cycles of homelessness and poverty.
- Develop pilot projects with other federal departments to test collaborative approaches to the prevention and reduction of homelessness, as well as to reduce the impact of homelessness on other related policy areas and vice versa.

Logic Model • **Social Investment, Children and Families, Housing and Homelessness**

Strategic Outcome **Enhanced income security, access to opportunities and well-being for individuals, families and communities**

Program Activity

	Social Investment	Children and Families	Housing and Homelessness
2008–2009 Plans	• Raise awareness of seniors' issues and improve the retirement income system • Support full participation of persons with disabilities in the labour market and society • Support non-profit community sector efforts to innovate, strengthen networks of collaboration, develop capacity and share good practices to contribute to community well-being	• Provide support and choices for families, through Canada's Universal Child Care Plan and other existing initiatives, to help ensure their children have the best possible start in life	• Implement the Homelessness Partnering Strategy • Develop partnerships to better align investments • Strengthen horizontal links between homelessness and other policy areas
Program Activity Expected Results	• Enhanced income security and social inclusion, increased opportunities and participation of Canadians (in particular for seniors, people with disabilities and communities), through departmental initiatives and through working with partners	• Provide families with a choice in child care • Support low-income families with children	• Contribution, with partners, to a more sustainable and comprehensive continuum of supports to help homeless Canadians move towards self-sufficiency and to prevent those at-risk from becoming homeless
Program Indicators	• Percentage of CPP contributors who have contributory coverage/eligibility for CPP-D • Number of new community-based social development projects or initiatives that have been supported to promote the participation of children and families, people with disabilities or other vulnerable populations • Number of seniors involved in New Horizons for Seniors community projects	• Percentage of families who are receiving the Universal Child Care Benefit for their children under age 6	• Amount invested in communities by external partners (not-for-profit groups, private sector organizations and other government departments) for every dollar invested by the Homelessness Partnership Initiative • Percentage of all Homelessness Partnering Strategy investments targeted to long-term stable housing and related services
Programs	• Old Age Security • Canada Pension Plan • Seniors Secretariat • International Policy and Agreements • Social Development Partnerships Program – Disability Component • Canada Pension Plan Disability Benefits • Appeals • Social Development Partnerships Program – Communities Component • New Horizons for Seniors • Intercountry Adoption	• Universal Child Care Benefit • National Child Benefit Initiative	• Homelessness Partnership Initiative • Homelessness Accountability Network • Surplus Federal Real Property for Homelessness Initiative
	Planned Spending: **$63,028.0M** / FTE: **1,219**	Planned Spending: **$2,488.2M** / FTE: **155**	Planned Spending: **$165.6M** / FTE: **376**

Program Activity Descriptions

Social Investment

This Program Activity provides Canadians with pensions and benefits for retirement, death, and disability through the *Old Age Security Act* and the Canada Pension Plan. It also includes Social Investment programs, policies, and grants and contributions designed to ensure that children, families, seniors, communities, and people with disabilities are provided with knowledge, information, and opportunities to move forward with their own solutions to social and economic challenges. The operating expenditures are funded from the Departmental Reference Levels and the Canada Pension Plan Account.

Children and Families

This Program Activity provides support to families to ensure all children have the best possible start in life; that parents have choice in childcare, to ensure the needs of those who provide care to loved ones are taken into account and that families' economic security is sustained. This activity also undertakes specific initiatives supported by multilateral agreements between the Federal Government and Provinces and Territories through programs such as the Canada's Universal Child Care Plan, the National Child Benefit, and Multilateral Framework on Early Learning and Child Care. The operating expenditures are funded from the Departmental Reference Levels.

Housing and Homelessness[8]

This Program Activity provides programs and services that assist communities in helping homeless individuals and families, as well as those at risk of homelessness, move towards self-sufficiency, thereby contributing to society and the economy. This is accomplished through partnerships with all levels of government, the voluntary and private sectors, foundations, faith-based communities and unions. The activity accomplishes its objectives through the Homelessness Partnering Strategy, a class contribution and class grant program. The four class contribution programs are: Homelessness Partnership Initiative – Designated Communities, Homelessness Partnership Initiative – Outreach Communities, Homelessness Partnership Initiative – Aboriginal Communities, and Homelessness Partnership Initiative – Federal Horizontal Pilot Projects. The Homelessness Knowledge Development Program is a class contribution and class grant program that addresses the gaps and priorities in knowledge around issues of homelessness in Canada. The Surplus Federal Real Property for Homelessness Initiative, whose funds are administered through Public Works and Government Services Canada, provides surplus federal properties to communities across Canada to address their local homelessness-related needs. The operating expenditures are funded from the Consolidated Revenue Fund.

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[8] Within the portfolio, HRSDC focuses on homelessness and CMHC focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

Social Investment, Children and Families, Housing and Homelessness

Strategic Outcome: **Enhanced income security, access to opportunities and well-being for individuals, families and communities**

Financial and Human Resources	Planned Spending		
	2008–2009	2009–2010	2010–2011
***Financial Resources** (in millions of dollars)*			
Social Investment			
Gross Operating Expenditures	145.4	146.9	143.1
Voted Grants and Contributions	71.7	63.9	48.7
Statutory Grants and Contributions:			
Old Age Security	25,321.0	26,519.0	27,798.0
Guaranteed Income Supplement	7,696.0	7,974.0	8,264.0
Allowances	573.0	597.0	620.0
Registered Disability Savings Plan	115.0	165.0	210.0
Total Statutory Grants and Contributions	33,705.0	35,255.0	36,892.0
Total Gross Expenditures	**33,922.1**	**35,465.8**	**37,083.8**
Canada Pension Plan Benefits	29,105.9	30,728.0	32,466.1
Sub-Total Social Investment	**63,028.0**	**66,193.8**	**69,549.9**
Children and Families			
Gross Operating Expenditures	18.2	19.1	19.3
Statutory Grants and Contributions:			
Universal Child Care Benefit	2,470.0	2,480.0	2,485.0
Sub-Total Children and Families	**2,488.2**	**2,499.1**	**2,504.3**
Housing and Homelessness[a]			
Gross Operating Expenditures	41.8	1.2	1.2
Voted Grants and Contributions	123.8	-	-
Sub-Total Housing and Homelessness[b]	**165.6**	**1.2**	**1.2**
Total	**65,681.8**	**68,694.1**	**72,055.4**
Human Resources (Full Time Equivalents)			
Social Investment	1,219	1,228	1,205
Children and Families	155	158	160
Housing and Homelessness	376	6	6
Total - Full Time Equivalents	**1,750**	**1,392**	**1,371**

Financial Tables *(continued)*

	Planned Spending		
	2008–2009	2009–2010	2010–2011
Details by Programs and Services			
Financial Resources ***(in millions of dollars)***			
Social Investment			
Seniors and Pensions	58,997.6	61,965.7	65,120.9
Disability Program	155.3	200.2	231.9
Canada Pension Plan - Disability	3,759.4	3,912.5	4,086.6
Community Development and Partnerships	65.0	57.8	54.3
Allocated Internal Services[c]	50.7	57.6	56.2
Sub-Total	**63,028.0**	**66,193.8**	**69,549.9**
Children and Families			
Child Care	2,470.6	2,480.6	2,485.6
Multilateral Framework for Early Learning and Child Care	6.0	5.9	5.9
Early Childhood Development Agreement	2.8	2.8	2.8
National Child Benefit	2.4	2.4	2.4
Allocated Internal Services[c]	6.4	7.4	7.6
Sub-Total	**2,488.2**	**2,499.1**	**2,504.3**
Housing and Homelessness[a]			
Homelessness Partnership Strategy	150.9	0.7	0.7
Allocated Internal Services[c]	14.7	0.5	0.5
Sub-Total[b]	**165.6**	**1.2**	**1.2**
Total	**65,681.8**	**68,694.1**	**72,055.4**
Human Resources (Full Time Equivalents)			
Social Investment	1,219	1,228	1,205
Children and Families	155	158	160
Housing and Homelessness	376	6	6
Total - Full Time Equivalents	**1,750**	**1,392**	**1,371**

[a] Within the portfolio, Human Resources and Social Development Canada focuses on Homelessness and Canada Mortgage and Housing Corporation focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

[b] A new program, the Homelessness Partnering Strategy, was announced in December 2006 and is funded for two years (2007–2008 and 2008–2009).

[c] Internal Services resources related to the Ministers' Offices, the Deputy Ministers' Offices, the Comptroller's Office, the Internal Audit Services and the shared services have been prorated to each program activity.

Achieve Better Outcomes for Canadians Through Service Excellence

E. Service Canada

Service Canada is the Government of Canada's one-stop citizen-centred service delivery organization. Its mandate is to improve services for Canadians by working with partners to provide access to a range of government services and benefits that Canadians want and need across multiple service delivery channels including in person, by telephone, Internet or mail.

In collaboration with its service partners, Service Canada provides Canadians with access to more than 60 government programs and services. These include:

- Employment Insurance;
- Canada Pension Plan and Old Age Security benefits;
- Passport Receiving Agent Services;
- Pleasure Craft Licenses;

and many on-line tools and applications such as

- Career Navigator (helps users explore career options and provides relevant information on occupations and employment prospects);
- Statement of Contributions (provides a personalized summary of individual contributions made by citizens to the Canada Pension Plan and their expected pension); and
- Appli-Web (offers an Employment Insurance electronic application).

Service Canada has more than 19,000 employees dedicated to serving Canadians and approximately 600 points of service throughout the country. The Service Canada delivery network includes scheduled outreach and mobile services; processing centres; the national 1 800 O-Canada phone service; the Canada web site; and a range of on-line services offered on the Service Canada web site.

Did You Know?

Each year, Service Canada serves Canadians by:

- Paying over $75 billion (over $200M a day) in benefits to Canadians, through approximately 122 million payments to about 10 million Canadians;
- Processing more than 5 million applications for government benefits;
- Answering over 53 million telephone calls;
- Receiving over 22 million visits to the Service Canada Web site;
- Hosting 9.3 million in-person visits from people inquiring about the Government of Canada, its programs and its services;
- Receiving 1.56 million requests for social insurance numbers;
- Posting more than 1 million job openings from employers.

Over the next year, Service Canada will continue to build on achievements to date. This means sustaining and enhancing the delivery of current services, while meeting the needs of Canadians today and into the future. In 2008–2009, Service Canada will focus on three overarching strategic priorities:

Improving Service to Canadians

Service Canada is committed to improving service to Canadians by putting citizens at the centre of how government delivers services and by serving them in the official language of their choice. Canadians will directly benefit from programs and services that are easy to find, easy to deal with and easy to access.

Enhancing the Efficiency and Effectiveness of Service Delivery

By enhancing the quality of service delivery, while reducing its cost, Service Canada is dedicated to improving the delivery of services to Canadians. Service Canada will continue to focus on improving the delivery, including design, of Employment Insurance, Canada Pension Plan, and Old Age Security through a streamlined and consistent approach. Service Canada will also strengthen service delivery, of the above-mentioned programs and services, through the on-going simplification and standardization of automated processes. This work will also be supported by stronger information management practices and the use of technology.

Strengthening Organizational Capacity and Staff Competencies

Service Canada is committed to strengthening organizational capacity and staff competencies. Service Canada will continue to build a business foundation based on sound financial and information technology management that will support the delivery of citizen-centred service. Service Canada will also work towards building a strong workforce, as the organization recognizes that service excellence depends largely on having employees and managers with the right skills, competencies, and commitments to fulfill its mandate.

During 2008–2009, Service Canada will focus on these three priorities through its program activities: Seamless, Citizen-Centred Service; Integrity; and Collaborative, Networked Government Service.

Seamless, Citizen-Centred Service

In the past, Canadians had to determine how to access services and benefits across a multitude of programs and departments. Citizen-centred service is about changing how government serves Canadians by putting the citizen at the centre of how government does business, and providing the quality of service that Canadians need and expect.

A citizen-centred approach means integrating services in a way that reduces the burden to find and access programs and services Canadians need. By improving existing delivery channels, enhancing federal presence in communities, and improving working relations with other departments, orders of government and community-based partners, Service Canada is providing a more relevant and meaningful service delivery choice for Canadians.

Service Canada will strengthen the delivery of services to citizens by improving three areas:

Service strategies and policy – To assist in shaping the overall Government of Canada approach to service delivery while ensuring effective stewardship of public funds, Service Canada works on behalf of HRSDC and in collaboration with other government departments and agencies to deliver programs and services on behalf of the Government of Canada. Service Canada's service policies and client segment strategies are positioned to take a leadership role in service delivery by meeting the needs of key client segments or "communities". These include families, seniors, youth, people with disabilities, Aboriginal people, official language minority communities, workers and employers, and newcomers to Canada. Service Canada also undertakes research and analysis relating to: demographics; economic and social trends; client perceptions, attitudes and characteristics; specific client needs; and international and domestic best practices to identify and guide the development and improvement of services to these groups.

Client Services – To meet the unique needs and demands of client segments, Service Canada partnering allows for the development of an integrated service delivery approach on behalf of, or in cooperation with, policy departments or other orders of government.

Service Delivery – To transform government service delivery for Canadians across all service delivery channels, Service Canada offers an existing capability to deliver a wide range of services and benefits by telephone, Internet, and in-person to ensure one-stop, easy access to Government of Canada programs and services.

For the next three years, in order to strengthen the delivery of seamless, citizen-centred service, Service Canada will focus on better understanding the needs of Canadians by continuing the development and implementation of client segment strategies. Service Canada will also focus on improving the delivery of core services such as Employment Insurance, Canada Pension Plan, and Old Age Security. Service Canada will also work to increase the performance of its service delivery channels.

Delivery of new services will be limited to specific and strategic areas such as supporting the Labour Program with the introduction of the Wage Earner Protection Program and Common Experience Payments to eligible former students of recognized Indian Residential Schools. The objective of providing a more consistent service experience across all current service offerings is to meet the needs of Canadians regardless of their location.

Integrity

The Integrity program activity focuses on enhancing and strengthening the integrity of benefit delivery programs that provide over $75B in benefits delivered to Canadians through Service Canada. Integrity of service delivery means providing the correct service offering to meet the client's full entitlement to benefits and services. Service Canada is committed to ensuring the accuracy of payments, the security and privacy of personal information, and the overall quality of service offerings. Implementing modern risk management practices will help ensure that appropriate measures are in place to safeguard the integrity of service delivery.

Service Canada will enhance the integrity of service delivery by improving in three areas:

Identity Management – As a foundation for service delivery, and to ensure the Social Insurance Register is used to support key federal programs such as the Canada Pension Plan, Old Age Security and Employment Insurance, and is also used by the Canada Revenue Agency for income tax purposes. The integrity of the Social Insurance Register was evaluated in 2007. The level of legitimate Social Insurance Numbers that are appropriately issued to the right person exceeded 99.9%. In addition, the accuracy of the key Social Insurance Register vital events data, namely date of birth and date of death, was found to be 97.3%. Service Canada is committed to further improve these rates by setting and reporting on goals for the integrity of the Social Insurance Register. For 2008, the goal for legitimate Social Insurance Numbers is to maintain the rate of 99.9% and the goal for key vital events data is to improve its accuracy to a level of 97.4%. These goals will be achieved mainly through the phased implementation of vital events information sharing agreements with the provinces and increased rigour in the Social Insurance Number issuance process. Service Canada will work towards implementing consistent identity registration and authentication capabilities for all service offerings.

Risk Management – To appropriately manage key operational risks that could impact its day-to-day operations, Service Canada will continue to build an enterprise wide risk management capability through the implementation of an integrated risk management framework which includes risk analysis, quality management and a mitigation function as a starting point. This improves Service Canada's ability to measure payment compliance and processing accuracy in benefit delivery, while protecting the security of personal information.

Processing – To achieve more effective, efficient, and streamlined processing and payment services to citizens, over the next three years, Service Canada plans to implement processing automation activities to reduce operating expenditures and ensure the accuracy of payments. It will also work to increase the integrity of the SIN and Social Insurance Register, implement rigorous risk and quality controls, and develop plans to upgrade software applications and the computer mainframe of the Department.

Collaborative, Networked Government Service

As one of the largest government service delivery organizations in Canada, Service Canada is a key resource for Canadians. By working hand-in-hand with federal government departments and agencies, as well as provincial, territorial and local governments, Service Canada is making it easier for Canadians to obtain government and community services simultaneously. Over the next year, Service Canada will continue to enhance this integrated network and improve Canadians' access to key services in the communities where they live.

Service Canada will work as a collaborative, networked government by focusing on two areas:

Partnerships – To bring together and integrate services in a way that better serves Canadians, Service Canada will seek to leverage existing service delivery mechanisms and infrastructure across all orders of government.

Information and Knowledge Management – To maximize the management and usefulness of client information, Service Canada is involved with the development of information sharing agreements with partners; the enhanced management of data; and the protection of client information. For the next three years, Service Canada plans to implement existing vital events agreements (Ontario, British Columbia and Alberta), to strengthen information sharing capabilities. Further, Service Canada plans to negotiate three additional agreements with other provinces and territories to develop a new citizen-centred information architecture to provide a holistic approach to gathering, managing and using client information, and support HRSDC in the realignment of programs such as Labour Market Development Agreements.

Service Indicators

Service Canada

Service Indicators	2008–2009 Target
Percentage of access to automated telephone information services (no busy signals)	95%
Number of calls answered in the Interactive Voice Response System	Actual volume to be reported
Percentage of general enquiry calls answered by an agent within 18 seconds (1 800 O-Canada)	85%
Number of general enquiry calls answered by 1 800 O-Canada agents	Actual volume to be reported
Percentage of specialized calls answered by agents within 180 seconds	80%
Number of specialized programs calls answered by CPP/OAS, CSLP, EI agents	Actual volume to be reported
24/7 Availability of Service Canada Internet – information and transaction	98%
Number of Service Canada Internet visits	Actual volume to be reported
Number of Job Bank Internet visits	95 million
Percentage of Canadians with access to a Service Canada point of service within 50 kilometres of where they live	95%
Number of Service Canada points of service	Actual volume to be reported
Number of in-person visits to a point of service – Self-served clients	Actual volume to be reported
Number of in-person visits to a point of service – Assisted clients	Actual volume to be reported
Percentage of notifications sent within seven days of receipt of applications	80%
Percentage of EI benefit payment or non-payment notification issued within 28 days of filing	80%
Number of Employment Insurance initial and renewal claims received	Actual volume to be reported
Percentage of CPP retirement benefit payment or non-payment notification issued within first month of entitlement	85%
Number of Canada Pension Plan applications processed	Actual volume to be reported
Percentage of OAS basic benefit payment or non-payment notification issued within first month of entitlement	90%
Number of Old Age Security applications processed	Actual volume to be reported
Percentage of Apprenticeship Incentive Grant payments issued within 28 days of filing	85%
Number of Apprenticeship Incentive Grant issued	Actual volume to be reported
Number of Apprenticeship Incentive Grant applications received	Actual volume to be reported
Percentage of SINs issued using expeditious processes (SIN Rapid Access, Newborn Registration Service in Ontario and BC, and Teleapp in New Brunswick)	90%
Number of SIN applications processed	Actual volume to be reported
Payment Accuracy of Employment Insurance	95%
Payment Accuracy of Old Age Security	95%

Service Indicators *(continued)*

Payment Accuracy of Canada Pension Plan	Baseline Year
Number of passport applications reviewed and forwarded to Passport Canada	Actual volume to be reported
Total number of fact sheets/publications available in languages other than English and French (Aboriginal and Foreign)	11
Number of Official Languages complaints received (Part IV & VII founded and unfounded)	Actual volume to be reported
Number of ecoAUTO applications recommended for approval	Actual volume to be reported
Number of pleasure craft licences applications processed	Actual volume to be reported
Client satisfaction in relation to services provided	80%

Plans in Support of Strategic Outcome

Seamless, Citizen-Centred Service

Plan: **Complete Passport expansion, implement authentication pilots and renew agreement**

- Service Canada will increase the number of Service Canada Centres that accept passport applications, implement a series of authentication pilots aimed at providing on-site client identification, and renew the partnership agreement with Passport Canada. This will enhance the efficiency of service delivery and provide improved one-stop access to services for Canadians.

Plan: **Implement Common Experience Payment**

- Service Canada will continue with the delivery of the Common Experience Payment program to all eligible former students who resided at recognized Indian Residential Schools.

Plan: **Implement simplified and standardized Employment Insurance, Canada Pension Plan, Old Age Security services in all channels**

- Service Canada is developing options to implement a simplified and standardized approach to delivering Employment Insurance, Canada Pension Plan, and Old Age Security by making key adjustments across all service channels through a streamlined and consistent delivery process and approach. This will help stabilize core processing operations and improve the way services are delivered to Canadians.

Plan: **Develop key client segments**

- Service Canada will develop a new client segment for Aboriginals and will also implement service strategies for the key client segments for seniors and workers. In order to meet the specific needs of these communities, Service Canada will engage internal and policy partners, develop client community profiles, and develop new service delivery approaches.

Plan: **Improve efficiency, effectiveness, performance, coordination of channels**

- Service Canada will improve the efficiency, effectiveness, performance and coordination of delivery channels (telephone, Internet, in-person network and mail) by developing a national quality control program, workload management initiatives, standardized new service performance measurements, integrated processes and coordinated channels over the next three to five years. This will help ensure one-stop easy access to programs and services for Canadians across the country.

Plans in Support of Strategic Outcome *(continued)*

Plan: **Implement Service Experience Model**

- Service Canada will implement, over time, the service experience model in various Service Canada Centres that defines the way clients are served within Service Canada's in-person points of service. This will establish the future for Service Canada's in-person service delivery.

Plan: **Develop contact centre vision and implementation plan**

- Service Canada will develop a vision and multi-year integration and transformation plan for a client-focused contact centre, which will include skill-based call routing, a national quality assurance program, workload management tools, and a human resource strategy to attract and retain an appropriately sized and skilled workforce. This work will help support an integrated, world-class contact centre network that provides one-stop, easy-to-access, general and personalized services in a manner that is accessible, consistent, seamless, efficient, secure and cost-effective.

Integrity

Plan: **Harvest significant operational savings, primarily through benefits processing automation (EI target of 15–20% initial / 50% renewals by year end) and realize program savings**

- Service Canada will implement processing automation activities, which include simplifying and standardizing processes to support automation, increasing the Record of Employment Web utilization, and enhance risk-based analysis and tools for managing and processing Employment Insurance, Canada Pension Plan and Old Age Security. These activities will improve the accuracy and timeliness of benefit payments to Canadians and lead to operational savings which will be reallocated to modernization and transformation initiatives.
- Service Canada will improve the integrity of programs and realize program savings through effective risk mitigation. This will be achieved through enhanced investigative and preventative activities to identify potential Employment Insurance fraud, expanded CPP/OAS investigations, and increased CPP/EI premium and penalty collection.

Plan: **Increase SIN/SIR integrity**

- Service Canada will continue implementing a Social Insurance Number Quality Management strategy to solidify and strengthen the Social Insurance Number and Social Insurance Register, as a reliable and secure identifier, pursuant to the recommendations by the Auditor General of Canada in her 2007 February Status Report to Parliament. Service Canada will work towards implementing consistent identity registration and authentication capabilities for all service offerings.
- Service Canada is committed to further improve these rates by setting and reporting on goals for the integrity of the Social Insurance Register. For 2008, the goal for legitimate Social Insurance Numbers is to maintain the rate of 99.9% and the goal for key vital events data is to improve its accuracy to a level of 97.4%.

Plan: **Implement common operational risk management frameworks**

- Service Canada will implement an enterprise-wide service integrity framework which will focus on operational risk and quality management, internal integrity, security and performance. This initiative will allow Service Canada to build risk analysis capacity and establish formal processes for monitoring and reporting risk management effectiveness. This framework will lead to the reduction of errors and the achievement of significant program savings.

Plan: **Implement quality management framework for OAS and develop one for CPP/EI**

- Service Canada is building an enterprise-wide quality measurement system which will look at service delivery from various perspectives, starting with assessing compliance with program authorities and payment accuracy. This framework will contribute to the integrity and efficiency of benefit processing by developing and aligning standards and tools necessary to conduct quality and operational monitoring/reviews for existing programs and new service offerings. Enhancements in service delivery will be achieved by incorporating quality standards that meet public expectations and government regulations.

Plan: **Develop application and mainframe transition plan**

- Service Canada will develop a renewal road map in order to modernize its technology infrastructure and associated software applications.

Plans in Support of Strategic Outcome *(continued)*

Collaborative, Networked Government Service

Plan: **Implement existing vital events agreements and sign three additional agreements**

- Service Canada will develop options for continued work under the Vital Events Management strategy to increase information sharing between provinces/territories and Service Canada, permitting timely and complete updates of vital event information. This will result in increased integrity of Social Insurance Registry data and further contribute to seamless citizen-centred service.

Plan: **Develop new citizen-centred information architecture**

- Service Canada will continue to develop a holistic approach to gathering, managing and using client information to improve service to Canadians.

Plan: **Support HRSDC in Labour Market Development Agreement discussions**

- Service Canada will provide support to Human Resources and Social Development Canada (HRSDC) on Labour Market Development Development Agreement discussions with co-managed provinces and territories.

Logic Model • **Service Canada**

Strategic Outcome **Achieve better outcomes for Canadians through service excellence**

Service Indicators

- Percentage of access to automated telephone information services (no busy signals) – 95%
  - Number of calls answered in the Interactive Voice Response System – Actual Volume to be reported
- Percentage of general enquiry calls answered by an agent within 18 seconds (1 800 O-Canada) – 85%
  - Number of general enquiry calls answered by 1 800 O-Canada agents – Actual Volume to be reported
- Percentage of specialized calls answered by agents within 180 seconds – 80%
  - Number of specialized programs calls answered by CPP/OAS, CSLP EI agents – Actual Volume to be reported
- 24/7 Availability of Service Canada Internet – information and transaction – 98%
  - Number of Service Canada Internet visits – Actual Volume to be reported
  - Number of Job Bank Internet visits – 95 million
- Percentage of Canadians with access to a Service Canada point of service within 50 kilometres of where they live – 95%
  - Number of Service Canada points of service – 601
  - Number of in-person visits to a points of service – Self-served clients – Actual Volume to be reported
  - Number of in-person visits to a point of service – Assisted clients – Actual Volume to be reported
- Percentage of notifications sent within seven days of receipt of applications – 80%
- Percentage of EI benefit payment or non-payment notification issued within 28 days of filing – 80%
  - Number of Employment Insurance initial and renewal claims received – Actual Volume to be reported
- Percentage of CPP retirement benefit payment or non-payment notification issued within first month of entitlement – 85%
  - Number of Canada Pension Plan applications processed – Actual Volume to be reported
- Percentage of OAS basic benefit payment or non-payment notification issued within first month of entitlement – 90%
  - Number of Old Age Security applications processed – Actual Volume to be reported
- Percentage of Apprenticeship Incentive Grant payments issued within 28 days of filing – 85%
  - Number of Apprenticeship Incentive Grant issued – Actual Volume to be reported
  - Number of Apprenticeship Incentive Grant applications received – Actual Volume to be reported
- Percentage of SINs issued using expeditious processes (SIN Rapid Access, Newborn Regestration Service in Ontario and BC, and Teleapp in New Brunswick) – 90%
  - Number of SIN applications processed – Actual Volume to be reported
- Payment Accuracy of Employment Insurance – 95%
- Payment Accuracy of Old Age Security – 95%
- Payment Accuracy of Canada Pension Plan – Baseline Year
- Number of passport applications reviewed and forwarded to Passport Canada
- Total number of fact sheets/publications available in languages other than English and French (Aboriginal and Foreign) – 11
- Number of Official Languages complaints received (Part IV & VII founded and unfounded) – Actual Volume to be reported
- Number of ecoAUTO applications recommended for approval – Actual Volume to be reported
- Number of pleasure craft licences applications processed – Actual Volume to be reported
- Client satisfaction in relation to services provided – 80%

Expected Results

Citizens are connected to whole-of-government programs and services through easy to access multiple channels that meet their individual needs.

Benefits are delivered in the most cost-effective manner to the right citizen, at the right time and for the purpose they were intended.

Programs and services are synchronized within the federal government and across jurisdictions to enhance efficiency and ease of accessibility for citizens.

Program Activity

Seamless, Citizen-centred Service

Integrity

Collaborative, Networked Government Service

Priorities and Associated Plans

Seamless, Citizen-centred Service

- Complete Passport expansion, implement authentication pilots and renew agreement
- Deliver Common Experience Payment
- Implement simplified and standardized EI, CPP, OAS service offerings in all channels
- Develop key client segment for Aboriginals and will implement service strategies for key client segments for Seniors, Workers
- Improve efficiency, effectiveness, performance coordination of channels
- Implement Service Experience Model in various Service Canada Centres
- Develop contact centre vision and implementation plan

Integrity

- Harvest significant operational savings, primarily through benefits processing automation (EI target of 15–20% initial / 50% renewals by year end) and realize program savings
- Increase SIN/SIR integrity
- Implement common operational risk management frameworks
- Implement quality management framework for OAS and develop one for CPP/EI
- Develop application and mainframe transition plan

Collaborative, Networked Government Service

- Implement existing vital events agreements and sign three additional agreements
- Develop new citizen-centred information architecture
- Support HRSDC in LMDA discussions

Resources Planned Spending: **$1,714.8M** / FTE: **19,251**

Programs in Support of Plans

Seamless, Citizen-Centred Service

This Program Activity develops service policies and client community strategies; conducts research and analysis pertaining to citizens and communities' needs and expectations; develops new service offerings and improves existing ones; and delivers one-stop, easy-to-access, personalized services by phone, Internet and In-person. The operating expenditures are funded from the Departmental Reference Levels, the Employment Insurance Account and the Canada Pension Plan Account.

Integrity

This Program Activity enhances and strengthens the integrity of programs to ensure that the right person or organization receives the right service or benefit at the right time, and for the intended purpose. It implements the Social Insurance Number and the Social Insurance Registry as the foundation for a safe and secure common identifier, develops integrity risk management strategies that will address operational risks and lead to the reduction of payment errors, and processes grants and contributions, individual benefits and mail service requests. The operating expenditures are funded from the Departmental Reference Levels, the Employment Insurance Account and the Canada Pension Plan Account.

Collaborative, Networked Government Service

This Program Activity implements a government-wide, collaborative, networked business approach to delivering citizen-centred service to Canadians by working with other federal departments and agencies, other levels of government, and community partners, sharing information, adopting interoperable systems and infrastructures, providing secure management of citizen's personal information and respect of their privacy, and increasing the accuracy of the Social Insurance Registry through more timely and complete updates with vital statistics organizations. The operating expenditures are funded from the Departmental Reference Levels and the Employment Insurance Account.

Financial Tables

Service Canada

Strategic Outcome: **Achieve better outcomes for Canadians through service excellence**

	Planned Spending		
	2008-2009	**2009-2010**	**2010-2011**
Financial and Human Resources			
Financial Resources ***(in millions of dollars)***			
Seamless, Citizen-Centred Service			
Gross Operating Expenditures	602.2	595.9	598.2
Sub-Total Seamless, Citizen-Centred Service	**602.2**	**595.9**	**598.2**
Integrity			
Gross Operating Expenditures	880.2	876.2	876.0
Sub-Total Integrity	**880.2**	**876.2**	**876.0**
Collaborative, Networked Government Service			
Gross Operating Expenditures	232.4	232.7	232.8
Sub-Total Collaborative, Networked Government Service	**232.4**	**232.7**	**232.8**
Total	**1,714.8**	**1,704.8**	**1,707.0**
Human Resources (Full Time Equivalents)			
Seamless, Citizen-Centred Service	7,335	7,377	7,453
Integrity	11,106	11,047	11,042
Collaborative, Networked Government Service	810	813	813
Total - Full Time Equivalents	**19,251**	**19,237**	**19,308**

	Planned Spending		
	2008–2009	2009–2010	2010–2011
Details by Programs and Services			
***Financial Resources** (in millions of dollars)*			
Seamless, Citizen-Centred Service			
Service Strategies and Policy	5.2	5.1	5.1
Client Service Offerings	35.5	36.0	37.4
Service Delivery	342.1	339.9	341.7
Allocated Internal Services[a]	219.4	214.9	214.0
Sub-Total	**602.2**	**595.9**	**598.2**
Integrity			
Identity Management	10.6	10.6	10.6
Risk Management	103.7	103.7	103.7
Processing	449.6	446.9	447.1
Allocated Internal Services[a]	316.3	315.0	314.6
Sub-Total	**880.2**	**876.2**	**876.0**
Collaborative, Networked Government Service			
Partnerships	148.0	148.1	148.1
Information and Knowledge Management	1.0	1.0	1.0
Allocated Internal Services[a]	83.4	83.6	83.7
Sub-Total	**232.4**	**232.7**	**232.8**
Total	**1,714.8**	**1,704.8**	**1,707.0**
Human Resources (Full Time Equivalents)			
Seamless, Citizen-Centred Service	7,335	7,377	7,453
Integrity	11,106	11,047	11,042
Collaborative, Networked Government Service	810	813	813
Total - Full Time Equivalents	**19,251**	**19,237**	**19,308**

[a] Internal Services resources related to the Deputy Head's Office, the Chief Financial Officer's Office, the Internal Audit Services, Policy, Partnerships and Corporate Affairs and shared services have been prorated to each program activity.

2008–2009 Report on Plans and Priorities Expenditure Profile

Service Canada

	(millions of dollars)
Budgetary	
Operating Costs (Vote 1)	454.9
Delivery Cost related to:	
° Employment Insurance Account	1,052.8
° Canada Pension Plan	202.1
° Other Government Departments	5.0
Sub-total	1,259.9
Gross Operating Costs[a]	1,714.8[a]
Delivered on behalf of Human Resources and Social Development Canada (HRSDC)[b]	
Voted Grants and Contributions (Vote 5)	595.6
Statutory Payments:	
° Old Age Security	25,321.0
° Guaranteed Income Supplement	7,696.0
° Allowance Payments	573.0
Sub-total Other Statutory Payments	33,590.0
Canada Pension Plan benefits	29,105.9
Employment Insurance benefits	
• Part I	12,827.0
• Part II	2,054.4
Sub-total Employment Insurance benefits	14,881.4
Labour Market Development Agreement System Enhancement Costs	24.0
Total Statutory Transfer Payments	**77,601.3**[c]
Total Delivered on behalf of HRSDC	**78,196.9**
Consolidated Total	**79,911.7**

[a] This amount includes statutory items for employee benefit plans.

[b] The financial strategy for Service Canada establishes that statutory funds, including Employment Insurance, Canada Pension Plan, Old Age Security and voted grants and contributions related to the delivery of specified programs are allocated annually by HRSDC.

[c] This amount directly benefits Canadians or organizations and is delivered on behalf of HRSDC.

Section III

Supplementary Information

Table 1 Departmental Link to the Government of Canada Outcomes

	Planned Spending (in millions of dollars) 2008–2009	2009–2010	2010–2011	Alignment to Government of Canada Outcome Area
Strategic Outcome: **Policies and programs that meet the human capital and social development needs of Canadians**				
• Policy, Research and Communications	185.2	168.3	168.3	✓ Income Security and Employment for Canadians
Strategic Outcome: **Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning**				
• Labour Market	16,375.7	16,899.5	17,361.9	✓ Income Security and Employment for Canadians
• Workplace Skills	273.8	259.8	240.3	✓ An Innovative and Knowledge-based Economy
• Learning	2,096.6	1,921.5	1,808.4	✓ An Innovative and Knowledge-based Economy
Sub-Total	**18,746.1**	**19,080.8**	**19,410.6**	
Strategic Outcome: **Safe, healthy, fair, stable, cooperative, productive workplaces and effective international labour standards**				
• Labour	271.4	280.9	285.1	✓ A Fair and Secure Marketplace
Strategic Outcome: **Enhanced income security, access to opportunities and well-being for individuals, families and communities**				
• Social Investment	63,028.0	66,193.8	69,549.9	✓ Income Security and Employment for Canadians
• Children and Families	2,488.2	2,499.1	2,504.3	✓ Income Security and Employment for Canadians
• Housing and Homelessness [a,b]	165.6	1.2	1.2	✓ Strong Economic Growth
Sub-Total	**65,681.8**	**68,694.1**	**72,055.4**	
Strategic Outcome: **Achieve better outcomes for Canadians through service excellence (Service Canada)**				
• Seamless, Citizen-Centred Service	602.2	595.9	598.2	✓ Government Affairs
• Integrity	880.2	876.2	876.0	✓ Government Affairs
• Collaborative, Networked Government Service	232.4	232.7	232.8	✓ Government Affairs
Sub-Total	**1,714.8**	**1,704.8**	**1,707.0**	
TOTAL	**86,599.3**	**89,928.9**	**93,626.4**	

[a] A new program, the Homelessness Partnering Strategy, was announced in December 2006 and is funded for two years (2007–2008 and 2008–2009).

[b] Within the porfolio, Human Resources and Social Development Canada focuses on Homelessness and Canada Mortgage and Housing Corporation focuses on housing. The Program Activity Architecture will be updated at the earliest opportunity to reflect this.

Table 2 Sustainable Development Strategy

HRSDC's Sustainable Development Strategy (SDS) was tabled in Parliament on December 20, 2006. The strategy has a two-pronged approach: it focuses on the application of a sustainable development lens while developing policies and programs through a select number of Signature Projects and Greening Operations initiatives associated with day-to-day operations. Over the course of the Strategy, key departmental priorities are:

- decreasing building energy use;
- reducing vehicle emissions;
- expanding green procurement;
- increasing green processing in the delivery of programs and services;
- improving collaboration with communities for sustainability; and
- developing Signature Projects as examples of the Department's approach to sustainable development in policy making and program design.

The departmental Green Operations will involve twenty-four activities such as infrastructure energy saving initiatives, energy conserving lighting, decreasing office equipment energy use, recycling, fleet optimization, eco-driving or carpooling, green hotel usage, green procurement, e-waste management and simplification of program delivery document requirements.

HRSDC's longer term approach for this SDS is to select a focused number of meaningful projects to advance sustainable development knowledge from the policy and program design perspective. These Signature Projects will demonstrate that the Department is stretching beyond business as usual by representing a broader approach to review programs and identify areas where all three sustainable development areas – economic, environmental and social – are addressed. This will occur through the application of a sustainable development lens to policy and program development, requiring a greater investment of funds, time, and participation stretching beyond a three-year period. HRSDC will undertake Signature Projects in the following three areas:

- **People:** Supporting initiatives that help Canadians invest in themselves, by providing access to learning, income security, and supporting efficient and inclusive labour markets to improve the sustainability of communities.
- **Partnerships:** Leveraging knowledge and people to develop partnerships and identify new opportunities to encourage sustainable employment in particular as it relates to the environment.
- **Knowledge:** Generating a social and economic indicators information base to ensure that current Canadian social, environmental and economic factors inform decision-making.

HRSDC has determined that the best way to ensure probity and accountability for the outcomes identified in Greening Operations and Signature Projects is to strengthen the development, management and monitoring of proposed activities, and to ensure that staff are trained to incorporate sustainable development measures into their day-to-day work. Over and above these activities, in 2008–2009, the Department will be focusing on reducing its environmental impact through more efficient and environmentally-friendly processing of service offerings and increasing awareness of promoting the role of staff in undertaking sustainable development initiatives.

Table 2 Sustainable Development Strategy *(continued)*

The following provides an overview of the planned SDS activities and their expected results for 2008–2009 as per governmental and departmental goals:

Departmental SDS Vision: **Advancing sustainable development by supporting a strong, inclusive labour market and society, and by being an example of sustainability in the provision of Government of Canada services to Canadians in a manner that reduces the impact on the environment.**

SD Priority	Federal SD Goal and Government-wide Outcomes	Long-Term Goal	Performance Measurement from Current SDS	Expected Results for 2008–2009
Building Energy	**Goal 3** Reduce greenhouse gas emissions **3.2.1** Support for clean technologies is provided (such as building, transportation, and industrial processes) **Goal 5** Sustainable Development and Use of Natural Resources **5.2.1** Sustainable consumption and production of natural resources is promoted	• Energy consumption and GHG emissions reduced	• Infrastructure Energy Saving Initiative • Energy Conserving Lighting Initiative • Decreasing Office Equipment Energy Use • Recycling Initiative • Extra/Intra-jurisdictional Offices Sharing Initiative	• Reduced energy use for buildings • Increased volume and types of materials recycled • Increased number of shared office properties with different levels of government
Vehicle Emissions	**Goal 3** Reduce greenhouse gas emissions **3.3.1** Emissions are reduced	• Departmental vehicle usage has reduced or eliminated GHG emissions	• Fleet Optimization Initiative • Extra/Intra-jurisdictional Carpooling Initiative • Conducting Training Sessions with Fleet Management Employees • Eco-driving Initiative	• Reduced vehicle fleet GHG emissions • Increased carpooling with other government departments and jurisdictions • Increased sustainable vehicle procurement by fleet management staff • Increased sustainable vehicle usage awareness among staff

Table 2 Sustainable Development Strategy *(continued)*

SD Priority	Federal SD Goal and Government-wide Outcomes	Long-Term Goal	Performance Measurement from Current SDS	Expected Results for 2008–2009
Green Procurement	**Goal 5** Sustainable Development and Use of Natural Resources **5.3.1** Environmentally sustainable use of natural resources is promoted	• Most products and services purchased are "green"	• Green Hotel Usage Initiative • Sustainable Procurement Initiative • Conducting Training Sessions with Administrative Assistants • E-Waste Initiative • Regional Offices Phonebook Reduction Initiative	• Increased departmental usage of certified sustainable accommodations • Increased purchase of green items • Increased green procurement awareness among procurement staff • Redirection of E-Waste to recycling depots • Reduced acquisition of paper materials by moving to online directories
Green Processing	**Goal 5** Sustainable Development and Use of Natural Resources **5.3.1** Environmentally sustainable use of natural resources is promoted	• Reduced environmental impact for all services provided	• Processing Automation Initiative • Simplification of Program Delivery Document Requirements • Paper Reduction Initiative	• Decreased use of paper and energy to process service offerings • Decreased service delivery processing requirements and paper usage • Reduced quantity of paper printed within the Department
Collaboration with Communities	**Goal 4** Sustainable Communities **4.1.1** Communities are well positioned to advance sustainable social development **4.3.2** Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites) **Goal 5** Sustainable Development and Use of Natural Resources **5.3.1** Environmentally sustainable use of natural resources is promoted	• Communities are more engaged in sustainable development	• Promoting Environmentally Friendly Service Delivery Channels • Service Canada Centre Design Initiative • Strengthening Environmental Assessment Function • Encouraging Staff Volunteerism in Local Communities • Building Feedback Process to Policy Departments • Diffusing Sustainable Development Information in Service Canada Service Centres	• Increase in awareness and use of electronic Service Canada service offerings • Increased number of Service Canada Service Centres designed to enhance service experience • Increase the number of grants and contributions applications funded by Service Canada that receive environmental reviews • Increase in volunteerism by Departmental staff in their communities

Table 2 Sustainable Development Strategy *(continued)*

SD Priority	Federal SD Goal and Government-wide Outcomes	Long-Term Goal	Performance Measurement from Current SDS	Expected Results for 2008–2009
			• Facilitating Recycling in Service Canada Service Centres	• Improvement in meeting client needs in the delivery of service offerings • Posted and updated sustainable development information in Service Canada Service Centres • Increased volume of recycling in Service Canada Service Centres
Signature Projects	**Goal 4** Sustainable Communities **4.1.1** Communities are well positioned to advance sustainable social development **4.2.1** Communities are well positioned to adapt and to maintain or generate sustainable economic activities **4.3.2** Risks to human and ecosystem health from harmful substances are reduced (including cleanup of federal contaminated sites)	• Environmental industry has the necessary labour force to address environmental impacts • Information on the well-being of Canadians is used in decision-making • Labour market development that provides sustainable employment	• **Partnerships** – Sector Councils: Promote the work with the ECO council to encourage similar work in other sectors • **Knowledge** – indicators on the well-being of Canadians • **People** – Labour Market and Skills Development	• Identification of future HR skills needs for the environmental sector • Key indicators available on the well-being of Canadians • Strategies developed and training available
Governance for Sustainable Development	**Goal 6** Governance for Sustainable Development **6.1.1** SDS commitments are integrated into the key planning and reporting processes of departments and agencies **6.1.2** Clear and effective governance mechanisms to integrate sustainable development in decision making, e.g., SEA	• SD is incorporated into departmental policies and decision-making	• Developing and Implementing Sustainable Development Policies and Directives • Establishing Organizational Structure dedicated to Sustainable Development • Integrating SDS into the Departmental Planning and Reporting Cycle • Building a Sustainable Development Recognition Program	• Sustainability initiatives within Department supported by timely and appropriate policies and directives • Ensuring that there are defined SD leadership roles and responsibilities within the Department • Reporting by the Department on SDS activities in departmental documents including the RPP, DPR and Service Canada Annual Report

Table 2 Sustainable Development Strategy *(continued)*

SD Priority	Federal SD Goal and Government-wide Outcomes	Long-Term Goal	Performance Measurement from Current SDS	Expected Results for 2008–2009
			• Building Engagement Enablers • Establishing SDS Network with Representatives from all Branches and Regions	• Recognizing Departmental staff for their sustainable development-related efforts • Increase awareness of sustainable development issues among staff • Developing a national network of Service Canada staff to support sustainable development activities and assist with monitoring

Table 3 Details on Transfer Payment Programs

Over the three fiscal years (2008-2009 to 2010-2011), HRSDC will manage the following transfer payment programs in excess of $5 million:

Labour Market

1. Youth Employment Strategy
2. Opportunities Fund for Persons with Disabilities
3. Aboriginal Skills and Employment Partnerships
4. Aboriginal Human Resources Development Strategy
5. Enabling Fund for Official Language Minority Communities
6. Multilateral Framework for Labour Market Agreements for Persons with Disabilities
7. Targeted initiative for Older Workers
8. Labour Market Agreements

Workplace Skills

9. Sector Council Program
10. Adult Learning, Literacy and Essential Skills Program
11. Foreign Credential Recognition Program
12. Workplace Skills Initiative
13. Apprenticeship Incentive Grant

Learning

14. Canada Student Loans Program – Liabilities
15. Canada Student Loans Program – Interest Payments and Liabilities
16. Canada Student Loans Program – Direct Financing Arrangement
17. Canada Study Grants and Canada Access Grants
18. Canada Education Savings Program – Canada Learning Bond
19. Canada Education Savings Program – Canada Education Savings Grant

Social Investment

20. Old Age Security
21. Guaranteed Income Supplement
22. Allowance Payments
23. Social Development Partnership Program
24. New Horizons for Seniors
25. Enabling Accessibility Fund

Children and Families

26. Universal Child Care Benefit

Housing and Homelessness

27. Homelessness Partnering Strategy

Labour

28. Wage Earner Protection Program

Further information on these projects can be found at
http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 4 Evaluations

Below is a listing of audits and evaluations planned for 2008–2009. Several of these projects will be completed during the year while others will be starting. Evaluations are presented by program activities as they are seen in the approved Program Activity Architecture for 2008–2009.

http://www.hrsdc.gc.ca/en/publications_resources/evaluation/index.shtml

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Labour Market			
Regular Benefits	Summative	Planned for 2010–2011	
New entrant Re-entrant	Summative	In the field	Fall 2008
New entrant Re-entrant	Formative	Analysis of results	Spring 2008
Sickness Premium Reduction	Summative	In the field	Fall 2008
5 Week Seasonal	Summative	In the field	Spring 2008
Three Pilot Projects – Seasonal Workers	Summative	Terms of Reference in progress	2008–2009
Labour Market Development Agreement: Yukon	Summative	Methodology development phase	Winter 2008
Labour Market Development Agreement: New Brunswick	Summative	Analysis of results	Winter 2008
Labour Market Development Agreement: Nova Scotia	Summative	In the field	Summer 2008
Labour Market Development Agreement: PEI	Summative	In the field	Summer 2008
Labour Market Development Agreement: Manitoba	Summative	Methodology development phase	Fall 2008
Labour Market Development Agreement: NWT	Summative	Methodology development phase	Fall 2008
Labour Market Development Agreement: Alberta	Summative	Analysis of results	Spring 2008
Labour Market Development Agreement: Saskatchewan	Summative	Analysis of results	Winter 2008
Labour Market Development Agreement: Nunavut	Summative	Planned for 2010–2011	
Aboriginal Human Resources Development Agreements	Formative	Analysis of results	Spring 2008
Aboriginal Human Resources Development Agreements	Summative	Terms of Reference in progress	Fall 2008
Aboriginal Skills and Employment Partnership	Formative	Analysis of results	Winter 2008
Aboriginal Skills and Employment Partnership	Summative	Terms of Reference in progress	Spring 2008
Labour Market Adjustment – Targeted Initiative for Older Workers	Feasibility Assessment	Terms of Reference in progress	Winter 2008
Official Language Minority Communities	Summative	Planned for 2009–2010	
Youth Employment Strategy	Summative	Analysis of results	Winter 2008

Table 4 Evaluations *(continued)*

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Workplace Skills			
Apprenticeship Incentive Grant	Implementation	Methodology Development Phase	2008–2009
Apprenticeship Incentive Grant	Targeted	Planned for 2010–2011	
Workplace Skills Initiative	Summative	Planned for 2009–2010	
Training Centre Infrastructure Fund	Summative	Terms of Reference in progress	Spring 2008
Going to Canada Immigration Portal	Summative	Planned for 2009–2010	2009–2010
Temporary Foreign Worker Program	Framework	Terms of Reference in progress	Spring 2008
Foreign Worker Recognition Program	Summative	Terms of Reference in progress	Fall 2008
Labour Market Information	Summative	Planned for 2010–2011	
Wage Earner Protection Program	Targeted	Planned for 2010–2011	
Adult Learning, Literacy and Essential Skills Program	Formative	Terms of Reference in progress	Fall 2008
Adult Learning, Literacy and Essential Skills Program	Summative	Planned for 2010–2011	
Learning			
Canada Student Loans Program	Summative	Methodology development phase	2010–2011
Canada Learning Bond	Summative	Planned for 2009–2010	
Canada Education Savings Grants	Formative	Methodology development phase	Spring 2008
Canada Education Savings Grant	Summative	Planned for 2009–2010	
Labour			
Workplace Equity Programs	Summative	Reporting phase	2007–2008
Occupational Health and Safety	Framework	Planned for 2008–2009	
Fire Protection	Summative	Planned for 2009–2010	2010–2011
Racism Free Workplace Strategy	Summative	Planned for 2009–2010	2009–2010
Federal Workers Compensation	Summative	Planned for 2009–2010	2009–2010
International Trade and Labour Program	Summative	Planned for 2008–2009	
Social Investment			
OAS	Summative	Terms of Reference in progress	Summer 2010
Labour Market Agreements for Persons with Disabilities – Manitoba	Formative	Methodology development phase	Fall 2008
Labour Market Agreements for Persons with Disabilities – Prince Edward Island	Summative	Terms of Reference in progress – Planned for Fall 2008	
Labour Market Agreements for Persons with Disabilities – Nova Scotia	Summative	Terms of Reference in progress – Planned for Fall 2008	

Table 4 Evaluations *(continued)*

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Opportunities Fund for Persons with Disabilities	Summative	Analysis of results	Winter 2008
New Horizons for Seniors	Formative	Methodology Development Phase	Spring 2008
New Horizons for Seniors	Combined Implementation/ Summative	Planned for 2009–2010	
Understanding the Early Years	Formative	Analysis of results	Spring 2008
Understanding the Early Years	Summative	Planned for 2009–2010	
Social Development Partnerships Program	Summative	Field work phase	Spring 2008
Voluntary Sector Initiative	Summative	Planned for Spring 2008	
Children and Families			
Universal Child Care Benefit (UCCB)	Framework	Terms of Reference in progress	2008–2009
	Formative	Evaluation phase	2008–2009
National Child Benefit Evaluation	Summative	Terms of Reference in progress	Fall 2009
Housing and Homelessness			
Homelessness Partnering Strategy	Summative	Planned for Winter 2009	
Policy, Research and Communications			
Canadian Policy Research Network	Targeted	Terms of Reference in progress	2008–2009
Service Canada			
EcoAuto implementation	Evaluation of service delivery initiative	Planned	2008–2009
Partnerships	Management review of partnerships strategy and approach	Planned	2008–2009
Automation and Standardization of Processes	Evaluation of service delivery processes	Planned	2009–2010
Return on IT investments	Assessment of return on investment	Planned	2009–2010
Passport Delivery	Evaluation of service delivery initiative	Planned	2009–2010
Common Experience Payment (CEP) Implementation	Evaluation of service delivery initiative	In progress	2008–2009

Table 4 Evaluations *(continued)*

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Regional and Community Presence (Service Canada Community Offices)	Evaluation of service delivery initiative	In progress	2008–2009
Brand Management	Management review	In progress	2008–2009
In-Person Service Experience Model	Evaluation of service delivery initiative	Planned	2009–2010
In-Person Client Resolution and Feedback	Evaluation of client issue resolution initiative	Planned	2008–2009
Benefit Uptake	Evaluation of service delivery strategies	Planned	2009–2010
Service Channels	Evaluation of service delivery channels	Planned	2009–2010
Investigation and control	Scoping/ evaluation feasibility	Planned	2008–2009
Identity management tools and practices	Scoping/ evaluation feasibility	Planned	2008–2009
Social Insurance Number rapid access	Scoping/ evaluation feasibility	Planned	2009–2010

Table 5 Foundations (Conditional Grants)

In 2008–2009, HRSDC will contribute or is reporting on the following Grants:

Learning

1. The Canada Millennium Scholarship Foundation

Other Initiatives

2. Canadian Council on Learning

Further information on these projects can be found at

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 6 Green Procurement

Departmental procurement processes are based on achieving value-for-money while leveraging procurement to achieve broader social, economic and environmental outcomes. This includes meeting the various federal social, economic and environmental policies, such as PWGSC's *Policy on Green Procurement*. Departmental purchasing patterns for key commodities essential to operations are assessed using key standards to support sustainable development.

Electronic-based Green Procurement processes through Service Canada's Purchasing Portal are also an important part of the department's green operations commitments by reducing the environmental footprint of paper-based transactions particularly for thousands of low dollar value transactions.

The Department is also raising the awareness and understanding of green procurement through training and communications. Functional specialists receive training through courses offered by the Canada School of Public Service, and administrative assistants and managers receive information through departmental awareness sessions. A green procurement information/job aid is being be added to the departmental Purchasing Portal and departmental employees will receive information through the Service Canada Intranet site and Info Service communiqués.

As well, since departmental purchasing is subject to the use of mandatory standing offers established by PWGSC, work continues with PWGSC commodity councils to identify opportunities where expansion in the type and number of "green" items available can be leveraged. As these become available, appropriate communications strategies and tools, including the Purchasing Portal, will ensure their appropriate use.

Baseline data is currently being compiled to support the establishment of realistic targets that will reflect the buying patterns and current procurement processes supported across the department, aligned with procurement tools from PWGSC as they become available. Targets will include elements such as types and quantities of products purchased, as well as the promotion of environmentally responsible tools and processes used to support various types of procurement transactions. The number of employees receiving training and awareness related to green procurement are also considered.

More specifically, the department, through promotion of appropriate use of the Acquisition Card and the Purchasing Portal will decrease paper-based transactions and improve the efficiency and costs associated with low dollar value procurement.

In establishing firm targets that encourage green procurement, however, the department is constrained by what is currently available through the use of mandatory standing offers from PWGSC.

Table 7 Horizontal Initiatives

During fiscal year 2007–2008, HRSDC will be involved in the following horizontal initiatives. Unless otherwise mentioned in the list, HRSDC acts as the lead Department for these initiatives.

Labour Market

1. Aboriginal Skills and Employment Partnership Program
2. Youth Employment Strategy

Workplace Skills

3. Temporary Foreign Worker Program

Learning

4. Canada Student Loans Program

Children and Families

5. Multilateral Framework for Early Learning and Child Care
6. National Child Benefit
7. Early Childhood Development Agreement

Housing and Homelessness

8. Homelessness Partnering Strategy

Policy, Research and Communications

9. Action Plan for Official Languages (Heritage Canada is the lead)

Further information on these projects can be found at

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 8 Internal Audits

HRSDC Internal Audit

HRSDC's annual planning cycle is based on risk. At this time, the Internal Audit Plan for 2008–2011 is being developed, with approval anticipated in early 2008–2009. The audit plan will meet the requirements of the 2006 Treasury Board's Policy on Internal Audit and align with the Program Activity Architecture.

Below is a listing of internal audit engagements identified in the 2007–2010 Internal Audit Plan. Please note that the list of projects planned for 2008–2010 may change as a result of the risk-based audit planning process for 2008–2009.

Name of Internal Audit	Audit Type	Status	Expected Completion Date
Aboriginal Skills and Employment Partnerships	Assurance	Underway	Winter 2008
Canada Student Loans Program – Consulting Engagement	Consulting	Underway	Summer 2008
Risk Management[a]	Assurance	Underway	Spring 2008
Acquisition Cards	Assurance	Planned for 2007–2008	Summer 2008
Procurement and Contract Management	Assurance	Underway	Spring 2008
Grants and Contributions – Financial Monitoring (Phase I – Compliance)	Assurance	Underway	Spring 2008
Accessibility	Assurance	Underway	Spring 2008
Asset Protection and Life-Cycle Management	Assurance	Planned for 2007–2008	Summer 2008
Common System for Grants and Contributions	Review	Planned for 2007–2008	Spring 2008
Canada Study Grant	Assurance	Planned for 2008–2009	
Youth Employment Strategy	Assurance	Planned for 2008–2009	
Research	Assurance	Planned for 2008–2009	
Values and Ethics[a]	Follow-up	Planned for 2008–2009	
Risk Management[a]	Follow-up	Planned for 2008–2009	
Results Identification and Performance Measurement[a]	Assurance	Planned for 2008–2009	
Accountabilities for Collaborative/Horizontal Initiatives	Assurance	Planned for 2008–2009	
Budgets/Forecasts Resource Reallocation to Achieve Results	Assurance	Planned for 2008–2009	
Grants and Contributions – Financial Monitoring (Phase II – Processes)	Assurance	Planned for 2008–2009	
Financial and Non-Financial Reporting	Assurance	Planned for 2008–2009	
Sustainable HR Policies and HR Planning	Assurance	Planned for 2008–2009	
Governance and Oversight of Collaborative Initiatives/Processes	Assurance	Planned for 2008–2009	
Travel	Assurance	Planned for 2008–2009	
Hospitality	Assurance	Planned for 2008–2009	
Financial Transaction Recording	Assurance	Planned for 2008–2009	
Grants and Contributions – Proposal Assessment Process	Assurance	Planned for 2008–2009	

Table 8 Internal Audits *(continued)*

Name of Internal Audit	Audit Type	Status	Expected Completion Date
2008–2009 Attest Audit of the Administrative Costs charged to the CPP Account	Attest	Planned for 2009–2010	
Student Financial Assistance (CSLP)	Assurance	Planned for 2009–2010	
Aboriginal Human Resources Development Strategy	Assurance	Planned for 2009–2010	
Trades and Apprenticeship	Assurance	Planned for 2009–2010	
Wage Earner Protection Program	Assurance	Planned for 2009–2010	
Literacy	Assurance	Planned for 2009–2010	
Values and Ethics[a]	Follow-up	Planned for 2009–2010	
Risk Management[a]	Follow-up	Planned for 2009–2010	
Results Identification and Performance Management[a]	Assurance	Planned for 2009–2010	
Authority, Responsibility and Accountability – Communication and Understanding	Assurance	Planned for 2009–2010	
Knowledge and Talent Management	Assurance	Planned for 2009–2010	
Financial Management Policies, Authorities and Practices	Assurance	Planned for 2009–2010	
Taxis	Assurance	Planned for 2009–2010	
Memberships	Assurance	Planned for 2009–2010	
Comparison of Business Results versus Expectations	Assurance	Planned for 2009–2010	

[a] Audit required for the Chief Audit Executive holistic opinion as per the Treasury Board Policy on Internal Audit:
"Chief audit executives (are to) provide annual holistic opinions to deputy heads and audit committees on the effectiveness and adequacy of risk management, control, and governance processes in their departments, as well as reporting on individual risk-based audits."

Please Note: Once approved, HRSDC internal audits reports are posted on the website listed below.
http://www.hrsdc.gc.ca/en/cs/fas/iarms/toc.shtml

Service Canada Internal Audit

The Service Canada internal audit capacity has continued to grow by developing and using a systematic plan and disciplined approach to assess and improve the effectiveness of risk management, internal control, and governance processes.

The emphasis of the work conducted by the Internal Audit Branch has been on the effectiveness and efficiency of operations; the reliability and integrity of financial and operational information; the safeguarding of departmental assets; and compliance with laws, regulations, and contractual obligations. The following list is representative of the audit work completed and still in progress carried out be the Service Canada Internal Audit Branch.

Name of Internal Audit	Audit Type	Status	Expected Completion Date
Review of the March 31, 2007 HRSDC departmental financial statements	Assurance	In progress	January 2008
Annual Audit of the Old Age Security Program Expenditures for 2006–2007 Fiscal Year	Assurance	In progress	January 2008
Compliance with Management of IT Security Standards (MITSS)	Assurance	In progress	January 2008

Table 8 Internal Audits *(continued)*

Name of Internal Audit	Audit Type	Status	Expected Completion Date
Record of Employment Web	Assurance	In progress	January 2008
EI: Segregation of Duties	Follow-up Audit	In progress	November 2007
Review of General Computer Controls	Assurance	In progress	January 2008
Complete the Old Age Security Program mapping and assessment of financial controls	Assurance	In progress	March 2008
Receipt and Reporting of Public Funds	Assurance	Not started	TBD
Management of Canada Pension Plan	Assurance	In progress	January 2008
Financial and Activity Monitoring of Aboriginal Human Resource Development Strategy (AHRDS)	Assurance	In progress	March 2008
Grants and Contributions 'Spot Audits'	Assurance	In progress	March 2008
Audit of Records Management Related to Contracting and Procurement (joint with HRSDC)	Assurance	In progress	June 2008
Post-Implementation Audit of the Service Canada College	Assurance	In progress	June 2008
Audit of the *Public Service Modernisation Act* Post-Implementation	Assurance	In progress	June 2008
Business Continuity Planning	Assurance	In progress	March 2008
Consolidated Statement of Administrative Costs Charged to the Canada Pension Plan Account for the March 31, 2007 year-end	Assurance	In progress	January 2008
Review of the March 31, 2008 HRSDC departmental financial statements	Assurance	Not started	January 2009
Annual Audit of the Old Age Security Program Expenditures for the 2007–2008 fiscal year	Assurance	Not started	January 2009
Consolidated Statement of Administrative Costs Charged to the Canada Pension Plan Account for the March 31, 2008 year-end	Assurance	Not started	January 2009
Review of the Canada Pension Plan Base Program Expenditures	Assurance	Not started	TBD

Please Note: Once approved by the Audit and Evaluation Committee, Service Canada internal audit reports are posted on the website listed below.
http://www1.servicecanada.gc.ca/en/cs/fas/iarms/servcan/iab.shtml

Table 9 Loans (Non-Budgetary)

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 10 Progress Towards the Departments Regulatory Plan

Regulations

Labour Program

1. Wage Earner Protection Program
2. Occupational Health and Safety – Part XX – Violence in the Workplace
3. Aviation Occupational Health and Safety
4. Maritime Occupational Health and Safety
5. Canada Occupational Health and Safety
6. Donkin Coal Block
7. Point Lepreau Generating Station Exclusion from Part I, Part II, and Part III of the *Canada Labour Code*

Income Security and Social Development

8. The *Canada Disability Savings Regulations*
9. Regulations to operationalize Bill C-36 amendments to the Canada Pension Plan and the *Old Age Security Act*.

Skills and Employment

10. Regulatory and legislative initiatives required to address Employment Insurance policy and operational priorities will be undertaken as necessary.
11. Amendments to the Immigration and Refugee Protection Regulations, in collaboration with Citizenship and Immigration Canada, will be undertaken to strengthen program integrity and to put in place employer monitoring and compliance measures.

Learning

12. Changes to the *Canada Student Loans Regulations* (CSLR) and the *Canada Student Financial Assistance Regulations* (CSFAR)

Further information on these projects can be found at

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 11 Services Received Without Charge

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Table 12 Sources of Respendable and Non-Respendable Revenue

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

Specified Purpose Accounts

Introduction to Specified Purpose Accounts

Specified Purpose Accounts consist of special categories of revenues and expenditures. They report transactions of certain accounts where enabling legislation requires that revenues be earmarked and that related payments and expenditures be charged against such revenues. The transactions of these accounts are to be accounted for separately.

HRSDC is responsible for the stewardship of four such accounts:

- the Employment Insurance Account;
- the Canada Pension Plan;
- the Government Annuities Account; and
- the Civil Service Insurance Fund.

The Employment Insurance Account **is a consolidated Specified Purpose Account** and is included in the financial reporting of the Government of Canada. Consolidated Specified Purpose Accounts are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute Government revenues and expenditures.

The Canadian Pension Plan is a Specified Purpose Account but **is not consolidated** as part of the Government of Canada financial statements. It is under joint control of the Government and participating provinces. As administrator, the Government's authority to spend is limited to the balance of the Plan.

The Government Annuities Account **is a consolidated Specified Purpose Account** and is included in the financial reporting of the Government of Canada. It was established by the *Government Annuities Act*, and modified by the *Government Annuities Improvement Act*, which discontinued sales of annuities in 1975. The account is valued on an actuarial basis each year, with the deficit or surplus charged or credited to the Consolidated Revenue Fund.

The Civil Service Insurance Fund **is a consolidated Specified Purpose Account** and is included in the financial reporting of the Government of Canada. It was established by the *Civil Service Insurance Act*. Pursuant to subsection 16(3) of the *Civil Service Insurance Regulations*, the amount of actuarial deficits is transferred from the Consolidated Revenue Fund to the Civil Service Insurance Account in order to balance the assets and liabilities of the program.

Employment Insurance Account

Description

The Employment Insurance Account was established in the Accounts of Canada by the *Employment Insurance Act* to record all amounts received or paid out under that Act. The *Employment Insurance Act* provides short-term financial relief and other assistance to eligible workers. The program covers all workers in an employer-employee relationship. Self-employed fishers are also included under special regulation of the *Employment Insurance Act*.

Employment Insurance provides:

- **Income Benefits** under Part I of the *Employment Insurance Act* provide temporary income support to claimants, including self-employed fishers, while they look for work. This includes work-sharing agreements for temporary work shortages to allow employees to receive pro-rated Employment Insurance benefits while working for part of a week, thus avoiding layoffs. Employment Insurance also provides four types of special benefits: maternity benefits, payable to biological mothers for work missed as a result of pregnancy and childbirth; parental benefits, payable to both biological and adoptive parents for the purpose of caring for a new born or adopted child; sickness benefits, payable to claimants who are too ill to work; and compassionate care benefits, payable to claimants who provide care to a gravely ill or dying family member.

- **Employment Benefits** under Part II of the *Employment Insurance Act* through a set of Employment Benefits and Support Measures that can be tailored to meet the needs of individuals and local circumstances. The Government of Canada has Labour Market Development Agreements with the governments of the provinces and territories. These enable provincial and territorial governments to assume direct responsibility for the design and delivery of these benefits or to take part in co-management arrangements with the federal government.

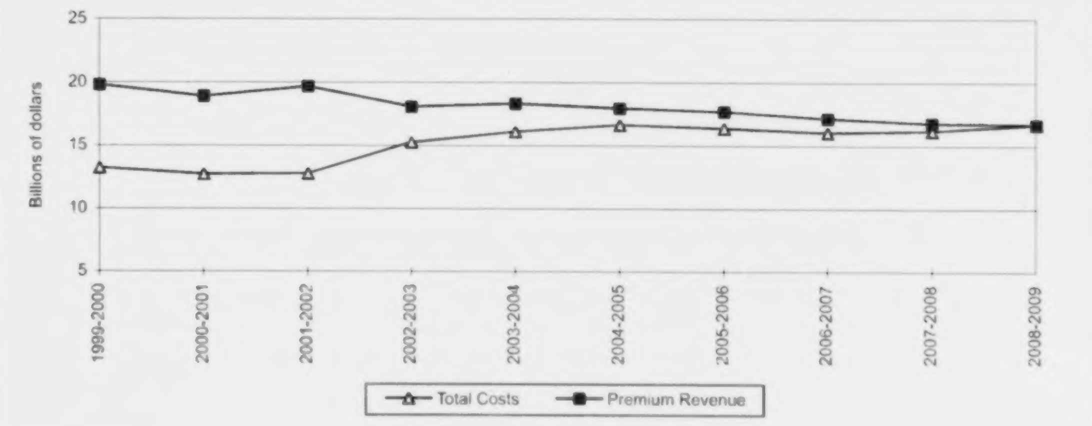
Employers and workers pay all costs associated with Employment Insurance through premiums. Benefits and administrative costs are paid out of the Consolidated Revenue Fund and charged to the Employment Insurance Account. A surplus in the Account generates notional interest at a rate established by the Minister of Finance, which is currently set at 90% of the monthly average of the three-month Treasury bill rate.

Financial Summary

The Employment Insurance premium rate for the calendar year 2008 was set on an expected break-even basis on October 29, 2007 by the Employment Insurance Commission in accordance with the *Employment Insurance Act*. The 2008–2009 total revenues of $16.7 billion forecasted during Fall 2007 are expected to correspond to the costs of $16.7 billion also forecasted in Fall 2007.

The following chart summarizes trends in total costs and revenues of the Employment Insurance Account from 1999–2000 to 2008–2009.

EI Account Costs and Revenues Trend (Excluding Interest)



The table below summarizes the Employment Insurance premiums and expenditures from 2005-2006 financial results to 2008-2009.

EI Account Premiums and Expenditures Summary

	Actual		Forecast	Forecast[a] As of Oct 12, 2007
(millions of dollars)	2005-2006	2006-2007	2007-2008	2008-2009
Expenditures				
EI Benefits				
Income Benefits	12,402	11,993	12,260	**12,833**
EBSM	2,016	2,087	2,136	**2,144**
Total EI Benefits	14,418	14,079	14,396	**14,977**
Administrative Costs	1,576	1,636	1,683	**1,631**
Doubtful Accounts	56	99	102	**106**
Sub-Total	16,050	15,815	16,180	**16,713**
EI Premiums and Penalties				
Premium Revenue[b]	16,917	17,109	16,737	**16,652**
Penalties	50	56	58	**61**
Sub-Total	16,967	17,165	16,795	**16,713**
Variance	917	1,351	615	**-**

[a] Forecasts are as of October 12, 2007 when the Chief Actuary submitted his report on the premium rate to the Employment Insurance Commission.

[b] The Employment Insurance premiums reported in the summary financial statements of the Government of Canada exclude the premium contributions made by the Government of Canada as an employer.

Note: Totals may not add due to rounding.

Benefit Payments

Benefits in 2008-2009 are expected to reach $15.0 billion[9], consisting of $12.8 billion for Income Benefits and $2.1 billion for Employment Benefits and Support Measures.

Income Benefits

Employment Insurance Income Benefits include regular, special, work-sharing and fishers' benefits.[10] Major aspects of these benefits are as follows:

Regular Benefits

Entrance Requirements to Qualify for Benefits

- Most claimants require 420 to 700 hours of work during their qualifying period, from full-time or part-time work, whether with one employer or several. The exact number of hours required, called the "variable entrance requirement", is determined by the rate of unemployment in a claimant's region at the time he or she applies for benefits. In general, the higher the rate of unemployment, the fewer hours of work required to qualify.
- People who have just entered the labour market ("new entrants") and those returning to the labour force after an absence ("re-entrants") require 910 hours of work. However, if they worked at least 490 hours in the preceding 12 months, or received at least one week of maternity or parental benefits in the four years before that, they will be eligible under normal rules the following year.

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[9] Total Employment Insurance Benefits equal to $14,963 million, the sum of $12,827 million in Income Benefits and $2,136 million in EBSM.

[10] For more details refer to the Employment Insurance website at **http://www.hrsdc.gc.ca/en/gateways/topics/tyt-gxr.shtml**

Determining the Benefit Rate and Entitlement

- Claimants for regular benefits may receive benefits for 14 to 45 weeks, depending upon their hours of insurable employment and the regional unemployment rate.
- Claimants' weekly benefits are 55% of their average insurable earnings during the last 26 weeks, up to a maximum of $435, based on the maximum yearly insurable earnings of $41,100. The average insurable earnings are based on the actual weeks of work, subject to a minimum divisor that is tied to the regional rate of unemployment.
- Claimants with a combined family income of less than $25,921 and who qualify for the Canada Child Tax Benefit (CCTB) receive a Family Supplement based upon:
  - the net family income;
  - the number of dependent children; and
  - the ages of those dependent children.
- The benefit rate for claimants who receive a Family Supplement can be increased to a maximum of 80% of the claimant's average weekly insurable earnings, up to the maximum weekly benefit of $435.

Special Benefits

Claims for sickness, maternity, parental, or compassionate care benefits require 600 hours of work, and are not affected by the new entrant/re-entrant rule. All claimants may receive sickness benefits for up to 15 weeks. Parental benefits of 35 weeks are available for biological and adoptive parents in addition to the 15 weeks of maternity benefits available to biological mothers. Compassionate care benefits of up to 6 weeks are available to eligible workers who take a temporary absence from work to provide care for a gravely ill family member who has a significant risk of death within a 26 week period.

On March 1, 2005 the Government of Canada and the Government of Quebec signed the final agreement on Quebec Parental Insurance Plan. As of January 2006, Quebec residents claim maternity and parental benefits from the Quebec provincial government.

Work Sharing

Claimants may receive benefits while on work-sharing agreements. These agreements between HRSDC, employees and employers avoid temporary layoffs by combining partial Employment Insurance benefits with reduced workweeks. They normally last from 6 to 26 weeks.

Fishers' Benefits

The benefit rate for claims for fishers' benefits depend on the earnings from fishing and the regional rate of unemployment, via the minimum divisor. All fisher claims have a 31-week maximum qualifying period and a fixed entitlement of 26 weeks of benefits. These can be claimed from October 1st to June 15th for summer fishers' benefits and April 1st to December 15th for winter fishers' benefits. Fishers can file claims for both seasons.

Benefit Repayments

When the net annual income of Employment Insurance claimants exceeds 1.25 times the maximum yearly insurable earnings ("the repayment threshold"), they have to repay the lesser of 30% ("the repayment rate") of the net excess income or 30% of the amount of total benefits other than special benefits paid. In addition, first-time claimants of regular or fishing benefits are exempt from benefit repayment.

EI Income Benefits Expenditures

(millions of dollars)	Actual		Forecast	Planned Spending
	2005-2006	2006-2007	2007-2008	2008-2009
Income Benefits				
Regular	8,411	8,446	8,461	**8,928**
Sickness	835	885	922	**946**
Maternity	903	778	833	**855**
Parental	2,064	1,763	1,909	**1,959**
Compassionate Care	8	9	10	**10**
Fishing	285	260	276	**283**
Work Sharing	13	8	15	**15**
Benefit Repayments	(117)	(157)	(166)	**(169)**
Total Income Benefits	12,402	11,993	12,260	**12,827**

Note: Totals may not add due to rounding.

Factors Affecting Income Benefits

	Actual		Forecast	Planned Spending	% Change
	2005-2006	2006-2007	2007-2008	2008-2009	
Income Benefits ($ million)	12,402	11,993	12,260	**12,827**	4.6%
Average Monthly Beneficiaries (000's)	788	738	732	**749**	2.3%
Benefit Rate ($/week)	302	312	321	**329**	2.3%

Employment Benefits and Support Measures

The **Employment Benefits** include Skills Development, Job Creation Partnerships, Self-Employment and Targeted Wage Subsidies.

The **Support Measures** include Employment Assistance Services, Labour Market Partnerships and Research and Innovation.

Part II of the *Employment Insurance Act* also authorizes the federal government to make payments to the governments of the provinces and territories for implementing programs similar to Employment Benefits and Support Measures. The planned federal contribution to provinces and territories (i.e., New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, Northwest Territories and Nunavut) under Labour Market Development Agreements is $1,421 million for 2008-2009.

The total planned spending for Employment Benefits and Support Measures in 2008-2009 is set at $2,136 million.

Employment Benefits and Support Measures

(millions of dollars)	Actual 2005–2006	Actual 2006–2007	Forecast 2007–2008	Planned Spending [a] 2008–2009
Job Creation Partnerships	54	49	34	
Skills Development	410	398	277	
Self-Employment	107	88	61	
Targeted Wage Subsidies	42	36	25	
Employment Assistance	322	287	200	
Labour Market Partnerships	177	158	110	
Research & Innovation	15	15	10	
Total HRSDC Programs	1,127	1,031	718	**715**
Transfers to Provinces and Territories	889	1,056	1,418	**1,421**
Total	2,016	2,087	2,136	**2,136**

[a] Breakdown by component is not available, as spending will be guided by local labour market needs. Breakdown by provinces/territories is provided in the EI Part II – 2008–2009 Expenditure Plan.

Note: Totals may not add due to rounding.

Premiums

Premiums are collected from insured employees and their employers to cover the program costs over a business cycle, based on a yearly premium rate and employees' insurable earnings. The factors affecting the premiums are further explained below:

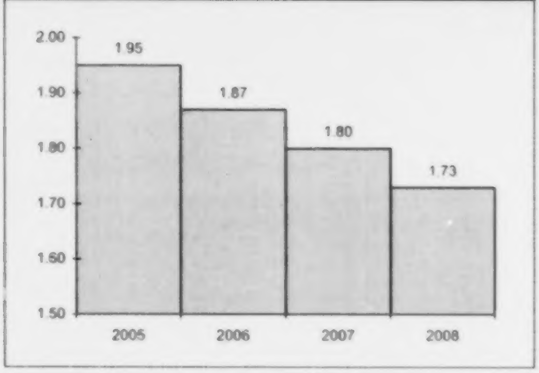
Premium Rate

Under the current rate-setting process, the Chief Actuary is required to annually calculate, on a forward-looking basis, the estimated break-even rate for the coming year based on the most current forecast values of the relevant economic variables provided by the Minister of Finance. The forward-looking basis means that past surpluses, deficits, and the notional interest credited to the Employment Insurance Account do not enter into the calculation of the "break-even" premium rate. For 2008, the Commission set the employee rate at 1.73% of insurable earnings, a reduction from the 2007 rate of 1.80%. The corresponding employer rate is 2.42%, a reduction from 2.52% in 2007.

Maximum Yearly Insurable Earnings (MYIE)

Premiums are paid on all employment earnings of insured employees up to the MYIE. The Chief Actuary has calculated the MYIE for 2008 as being $41,100, up $1,100 from the 2007 level.

Employee Premium Rate Trend (% of Insurable Earnings)



Premium Reduction

Employers with qualified wage-loss insurance plans are entitled to premium reductions. They are required to share this reduction with their employees.

Additionally, due to the Quebec Parental Insurance Plan, the premium rate for employees in Quebec will be reduced to 1.39% in 2008 and the corresponding rate for employers to 1.95%.

Premium Refund

- Workers with annual earnings of $2,000 or less can receive a refund of their Employment Insurance premiums through the income tax system.

Employment Insurance premiums are refunded to employees when their insurable earnings are in excess of the maximum yearly insurable earnings.

Interest Earned

Section 76 of the *Employment Insurance Act* stipulates that the Minister of Finance may authorize the payment of interest on the balance in the Employment Insurance Account in accordance with such terms and conditions and at such rates as the Minister of Finance may establish, and the interest, which is currently set at 90% of the three-month Treasury bill rate, shall be credited to the Employment Insurance Account and charged to the Consolidated Revenue Fund. Interest is calculated monthly, based on the 30-day average of the daily balance in the Account.

Interest is charged on overdue accounts receivable, caused through misrepresentation, in accordance with Treasury Board regulations. The interest rate used in this calculation is the average Bank of Canada discount rate for the previous month plus 3.0%.

Interest earned is expected to decrease to $2.0 billion due to lower expected interest rates in 2008–2009 partially offset by a higher cumulative surplus, which totalled $54.1 billion as of March 31, 2007.

Interest Earned

	Actual		**Forecast**	**Planned Spending**
(millions of dollars)	**2005–2006**	**2006–2007**	**2007–2008**	**2008–2009**
Sources				
Account Balance	1,324	1,912	2,063	**1,948**
Accounts Receivable	28	39	40	**42**
Total	1,352	1,952	2,103	**1,990**

Administrative Costs

Section 77 of the *Employment Insurance Act* specifies that the costs of administering the Act are to be charged to the Employment Insurance Account.

The Minister of Human Resources and Social Development is responsible for reporting on the Employment Insurance Program to Parliament. However, the Canada Revenue Agency (CRA), which collects premiums and benefit repayments and provides decisions on insurability under the Act, shares the administration of the Program. Treasury Board Secretariat and the Department of Justice all supply services that support management and delivery of programs under the *Employment Insurance Act*.

The administrative costs that provincial and territorial governments incur to administer Employment Benefits and Support Measures under the Labour Market Development Agreements are also charged to the Employment Insurance Account.

The $1,635 million Employment Insurance administrative costs are the initial approved resources for 2008–2009, which are less than the forecast for 2007–2008 due to the completion of the mainframe upgrade in 2007–2008.

Administrative Costs

	Actual		Forecast	Planned Spending
(millions of dollars)	2005–2006	2006–2007	2007–2008	2008–2009
Federal	1,494	1,536	1,545	**1,478**
Provincial	92	111	150	**169**
Recovery	(9)	(11)	(12)	**(12)**
Total	1,576	1,636	1,683	**1,635**

Note: Totals may not add due to rounding.

Canada Pension Plan

Description

The Canada Pension Plan is a contributory, earnings-related social insurance program. It is a joint federal-provincial plan that operates throughout Canada, except in Quebec, which has its own comparable plan. The Canada Pension Plan provides for a variety of benefits based on life changes. Best known for its retirement pensions, the Canada Pension Plan also provides benefits for surviving partners and children of Canada Pension Plan contributors, persons with disabilities and their children, and a one-time maximum benefit of up to $2,500 in the event of the death of a contributor.

As a contributory plan, contributors are employees or self-employed persons generally between the ages of 18 and 70, who earn at least a minimum amount ($3,500) during a calendar year. Benefits are calculated based on how much and for how long a contributor has paid into the Canada Pension Plan. Benefits are not paid automatically — everyone must apply and provide proof of eligibility.

Approximately 12 million Canadians over the age of 18 currently contribute annually to the Plan and approximately 4.4 million Canadians will receive benefits during 2008–2009.

Benefit Payments

Retirement Pensions

Contributors may begin receiving Canada Pension Plan retirement pensions as early as age 60 or delay receipt until age 70. Applicants who are between 60 and 65 must have stopped working or earn below a specified level when they begin to receive the retirement pension. Once that person starts receiving the Canada Pension Plan pension, he/she can earn any amount without affecting the Canada Pension Plan pension. However, contributions are not made to the Canada Pension Plan on any future earnings. Contributors over age 65 need not have stopped working to qualify.

The amount of each contributor's pension depends on how much and for how long he/she has contributed and at what age he/she begins to draw the benefits. Pensions are adjusted by 0.5 percent for each month before or after age 65 from the time a person begins to receive his/her pension.

Contributors who begin receiving a retirement pension at age 60 will receive 70% of the amount that would otherwise be payable at age 65, while those who delay receiving a pension until age 70 will receive 130% of the amount payable at age 65.

Spouses and common-law partners who are at least 60 years of age can share their retirement benefits earned during the period of cohabitation as long as they remain together. This may result in tax savings. If only one spouse is a Canada Pension Plan contributor, the pension can be shared between the two spouses. The overall benefits paid do not increase or decrease with pension sharing.

Disability Benefits

Disability benefits are payable to contributors who meet the minimum contributory requirements and whose disability is "severe and prolonged", as defined in the legislation. Such a disability would prevent them from working regularly at any job in a substantially gainful manner for a prolonged period of time. In order to ensure that benefits are only paid to eligible beneficiaries, periodic reassessments are carried out. Support is also provided to clients who try to return to regular gainful employment. Children of Canada Pension Plan disability beneficiaries are also eligible for a flat rate monthly benefit up to the age of 18, or up to age 25 if attending school full-time. As of December 2007, there were just over 308,000 beneficiaries and 86,700 children receiving monthly benefits.

Survivor's Benefits

A contributor's surviving spouse/common-law partner may be eligible for a monthly benefit if the contributor has contributed for a minimum period and, if at the time of the contributor's death, the spouse/common-law partner was at least 35 years old or was under age 35 and either had dependent children or was disabled. Payments continue in the event that the surviving spouse/common-law partner remarries. Monthly benefits are also payable on behalf of the children of Canada Pension Plan contributors who die. The amount is a flat rate and is payable until the child reaches age 18, or up to age 25 if he or she attends school full time. A lump-sum benefit is also available to the estate of the deceased contributor provided the minimum contributory requirements have been met.

Canada Pension Plan Benefit Payments by Category and Type

	Actual		Forecast	Planned Spending
(millions of dollars)	2005–2006	2006–2007	2007–2008	2008–2009
Retirement pensions	17,664	18,662	19,821	21,098
Disability benefits				
Disability pensions	3,105	3,134	3,258	3,447
Benefits to children of disabled contributors	268	272	270	273
Disability benefits total	3,373	3,406	3,528	3,720
Survivor benefits				
Surviving spouse or common law partner's benefits	3,459	3,569	3,671	3,784
Orphans' benefits	218	218	216	220
Death benefits	263	260	278	284
Survivor benefits total	3,940	4,047	4,165	4,288
TOTAL	24,977	26,115	27,514	29,106

Determining the Benefit Rate

Canada Pension Plan benefits are largely related to earnings. Benefits are adjusted in January of each year to reflect increases in the average cost of living, as measured by the Consumer Price Index. Benefits such as children's benefits are not based on earnings; they are a fixed amount. Disability and survivor benefits contain a fixed-rate or flat rate portion in addition to an earnings-related portion.

Administrative Expenses

Human Resources and Social Development Canada, the Treasury Board Secretariat, Public Works and Government Services Canada, the Royal Canadian Mounted Police, the Canada Revenue Agency, the Office of the Superintendent of Financial Institutions, the Department of Finance Canada and the Canada Pension Plan Investment Board supply services that support the management and delivery of the Canada Pension Plan.

Costs incurred by these departments and agencies in administering the Plan are recoverable from the Account based on the costing principles approved by Treasury Board. Essentially, those principles are that costs must be incurred because of Canada Pension Plan responsibilities and must be traceable. Administrative expenses for 2008–2009 are estimated at $568.5 million, representing a decrease of 0.6% from the forecast for 2007–2008.

Benefits delivery staff and processes are extremely efficient in getting benefits into the hands of Canada Pension Plan contributors. In 2007–2008, the total cost for administering and delivering Canada Pension Plan benefits is approximately 2.1% of the total forecasted benefit payments.

Canada Pension Plan Administrative Expenses by Department

(millions of dollars)	Actual		Forecast	Planned Spending
	2005–2006[a]	2006–2007	2007–2008	2008–2009
Social Development Canada Plan administration, operations, records, and accommodation	226.3	-	-	-
Human Resources and Skills Development Canada In-person services for applicants and beneficiaries	15.2	-	-	-
Human Resources and Social Development Canada Plan administration, operations, records, and accommodation	-	261.9	261.2	246.9
EI Account - Refunding of Employment Insurance Account in relation to assignment of Social Insurance numbers and maintenance of the central index	2.7	4.2	4.2	4.2
Treasury Board Secretariat Insurance premiums and recoverable contributions to the Employee Benefit Plan	45.4	43.8	36.5	42.5
Public Works and Government Services Cheque issue, Electronic Data Processing services	16.4	13.6	11.9	10.9
Royal Canadian Mounted Police Investigation of contraventions	0.1	0.2	0.2	0.3
Canada Revenue Agency Collection of contributions	100.8	133.7	140.8	146.4
Office of the Superintendent of Financial Institutions Actuarial services	1.3	1.4	1.8	2.0
Department of Finance Canada Investment services	0.2	0.2	0.3	0.3
Canada Pension Plan Investment Board[b]	54.0	115.0	115.0	115.0
TOTAL	462.4	574.0	571.9	568.5

[a] The 2005–2006 actual administrative expenses have been restated.

[b] The 2007–2008 forecast and 2008–2009 planned spending are based on the 2006–2007 actual expenses.

Revenues

The Canada Pension Plan is financed through mandatory contributions from employees, employers and self-employed persons, as well as from investment income. Contributions are paid on the portion of a person's earnings that falls between a specified minimum (the Year's Basic Exemption) and maximum (the Year's Maximum Pensionable Earnings) amounts. The minimum remains constant at $3,500, while the maximum amount is linked to the average Canadian industrial wage and is adjusted annually. No contributions are made once a contributor begins to receive a Canada Pension Plan retirement pension, while receiving a disability pension or reaches the age of 70. Disbursements include the payment of Canada Pension Plan benefits and administrative expenditures associated with managing the program.

When it was introduced in 1966, the Canada Pension Plan was designed as a pay-as-you-go plan, with a small reserve. This meant that the benefits for one generation would be paid largely from the contributions of later generations. However, demographic and economic developments and changes to benefits in the 30 years that followed resulted in significantly higher costs. It became clear that to continue to finance the program on a pay-as-you-go basis would have meant imposing a high financial burden on Canadians in the work force during those years. Plan administrators chose instead to change the funding approach of the Plan to a hybrid of pay-as-you-go and full-funding.

In 1998, the federal and provincial governments introduced "steady-state" financing. Under steady-state financing, the contribution rate was increased incrementally, from 5.6% in 1996, to 9.9% in 2003, and remains at that rate. The Office of the Superintendent of Financial Institutions' 23rd Actuarial Report on the sustainability of the Canada Pension Plan states that the actual steady-state contribution rate is 9.82% of contributory earnings for year 2010 and thereafter. This rate represents the lowest rate sufficient to sustain the Plan with respect to the two financing objectives as highlighted in Bill C-36 without further increase and is 0.08% lower than the legislated 9.9% contribution rate. With the 9.9% legislated contribution rate, the assets are expected to increase significantly over the next 13 years, with the ratio of assets to the following year's expenditures growing from 4.1 in 2006 to 5.5 by 2019 and to 6.0 by 2050.[11]

This approach will generate a level of contributions between 2001 and 2019 that exceeds the benefits paid out every year during that period. Funds not immediately required to pay benefits are transferred to the Canada Pension Plan Investment Board for investment in financial markets. Over time, this will create a large enough reserve to help pay the costs that are expected as more and more baby-boomers retire.

Adoption of this diversified funding approach has made the Canadian retirement income system less vulnerable to changes in economic and demographic conditions and a leading edge example of public pension plan management in the world.

Investment Income

Income is earned on the investments in equities, real estate and money market securities as well as interest earned by bonds.

Financial Accountability

The Canada Pension Plan and its resources are divided among three components:

- The **Canada Pension Plan Account** was established to record the contributions, interest, pensions and benefits and administrative expenditures of the Plan. In September 2004, the Operating Reserve[12] in the Canada Pension Account began to be transferred to the Canada Pension Plan Investment Board and was completed in August 2005. As well, since September 2004, the Canada Pension Plan Investment Board receives any excess funds not needed to pay for Canada Pension Plan benefits and expenses based on weekly, monthly and 6-month forecasts generated by the Canada Pension Plan Accounting personnel.
- The **Canada Pension Plan Investment Fund** was established to record investments in the securities of the provinces, territories and Canada. Following the adoption of Bill C-3 in April 2004, the Canada Pension Plan Investment Fund was gradually

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[11] Office of the Chief Actuary. Actuarial Report (23rd) on the Canada Pension Plan as at 31 December 2006. Ottawa: Office of the Superintendent of Financial Institutions Canada. 2007. p. 11

[12] The reserve is made up of an amount equivalent to 3 months worth of Canada Pension Plan benefits and expenses.

transferred to the Canada Pension Plan Investment Board over a period of 3 years. The transfer of the Canada Pension Plan Investment Fund started May 1, 2004 and ended on April 1, 2007. On that day, the Canada Pension Plan Investment Fund ceased to exist.

- The **Canada Pension Plan Investment Board** is an arm's length Crown Corporation established by an Act of Parliament in December 1997. It began operations in March 1999 to help the Canada Pension Plan achieve steady-state funding by investing funds not required by the Canada Pension Plan to pay current pensions and earning investment returns on funds transferred from the Canada Pension Plan Account.[13] The Board is accountable to the public and governments through regular reports. It is subject to broadly the same investment rules as other pension funds in Canada.

Financial Summary

Benefit payments are expected to reach $29.1 billion in 2008-2009, an increase of $1.6 billion or 5.8% over 2007-2008. This increase reflects forecasts of client population and average benefit payments. In 2008-2009, it is expected that there will be a net increase in client population of 3.6% and a net increase in average benefit payments of 2.1%.

The following table summarizes the financial results for the Canada Pension Plan from 2005-2006 to 2008-2009. In 2002-2003, the Government of Canada changed its basis of accounting from the modified accrual accounting to the full accrual basis of accounting. This change in accounting policy has been applied retroactively and the financial statements have been restated accordingly.

As well, following the adoption of Bill C-3 during 2003-2004, the evaluation of the provincial, territorial and federal bonds was changed from cost to fair value. The change in accounting policy has been applied retroactively and the financial statements have been restated to reflect this.

Canada Pension Plan's cumulative balance is expected to increase to approximately $124.7 billion by March 31, 2008. At present, the Canada Pension Plan has a fund equal to 4 times the benefits and this is expected to grow to about 5.6 times by 2021.

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[13] Information about the Canada Pension Plan Investment Board can be found at **http://www.cppib.ca**

Canada Pension Plan Summary

	Actual		Forecast	Planned
(millions of dollars)	2005–2006[a]	2006–2007	2007–2008	2008–2009
Revenue				
Contributions	30,117	32,355	32,987	34,818
Investment Income				
Canada Pension Plan [b]	21	9	7	6
CPP Investment Board [c]	12,193	12,788	-	-
CPP Investment Fund [d]	818	247	-	-
Total Investment Income	13,032	13,044	7	6
Total Revenue	**43,149**	**45,399**	**32,994**	**34,824**
Expenditures				
Benefit payments	24,977	26,115	27,514	29,106
Administrative expenses	462	574	572	569
Total Expenditures	**25,439**	**26,689**	**28,086**	**29,675**
Increase	17,710	18,710	4,908	5,149
Year-end balances	**101,121**	**119,831**	**124,739**	**129,888**

[a] The 2005–2006 actual figures have been restated.

[b] The Canada Pension Plan investment income only includes the interest earned on the daily operating balance.

[c] Canada Pension Plan Investment Board actual amounts are based on their audited financial statements. The Canada Pension Plan Investment Board invests mainly in equities. The investment income is made up of the interest from the bonds as well as the change in fair values of other varied equity investments as of that date. It is difficult to forecast a future fair value on this type of income. Therefore the forecast investment income for the year 2007–2008 and 2008–2009 is not provided.

[d] The Canada Pension Plan Investment Fund is made up of provincial, territorial and government bonds. Since March 31, 2004, these are valued at fair value. The revenue of the Fund is made up of the interest from the bonds as well as the change in fair values of these investments. As at April 1, 2007, the Investment Fund ceased to exist as all the rights and titles of the bonds were transferred to the Canada Pension Plan Investment Board.

Long-Term Forecast

The Canada Pension Plan legislation requires a schedule of contribution rates with a review every three years by the federal and provincial finance ministers. The review determines whether any adjustments to the schedule are necessary. If so, the adjustments are implemented through legislation or agreement among finance ministers, or automatically under a formula that ensures that the contribution rate will be sufficient to sustain the Plan in the face of an aging population. Amendments to the rate schedule or the automatic regulation require the approval of at least two thirds of the provinces with at least two thirds of the population of all the provinces.

The following table shows the forecast of revenues and expenditures affecting the Canada Pension Plan for the period between December 31, 2010 and December 31, 2035, based on the Office of the Superintendent of Financial Institutions' Actuarial Report (23rd) on the Canada Pension Plan as at December 31, 2006. The Assets/Expenditures Ratio reflects the size of the year-end assets relative to the expenditures.

Forecast of Revenues and Expenditures

	%	Millions of dollars				
Year	**Contribution Rate**	**Contributions**	**Investment Earnings**	**Expenditures**	**Assets at Dec. 31**	**Assets/ Expenditure ratio**
2010	9.90	36,660	8,351	32,504	162,611	4.74
2015	9.90	44,963	14,386	42,729	234,965	5.20
2020	9.90	56,101	21,300	56,731	332,360	5.54
2025	9.90	69,366	28,031	74,756	441,987	5.61
2030	9.90	86,058	35,789	95,767	564,370	5.63
2035	9.90	106,704	45,143	119,607	711,709	5.70

Source: 23rd Actuarial Report from the Office of the Superintendent of Financial Institutions Canada (Table 11).

Government Annuities Account

This account was established by the *Government Annuities Act*, and modified by the *Government Annuities Improvement Act*, which discontinued sales of annuities in 1975. The account is valued on an actuarial basis each year, with the deficit charged or surplus credited to the Consolidated Revenue Fund.

The purpose of the *Government Annuities Act* was to assist Canadians to provide for their later years, by the purchase of Government annuities. The *Government Annuities Improvement Act* increased the rate of return and flexibility of Government annuity contracts.

Income consists of premiums received, funds reclaimed from the Consolidated Revenue Fund for previously untraceable annuitants, earned interest and any transfer needed to cover the actuarial deficit. Payments and other charges represent matured annuities, the commuted value of death benefits, premium refunds and withdrawals, and actuarial surpluses and unclaimed items transferred to non-tax revenues. The amounts of unclaimed annuities, related to untraceable annuitants, are transferred to non-tax revenues.

As of March 31, 2007, there were 1,981 outstanding deferred annuities, the last of which will come into payment around 2030.

Government Annuities Account **Statement of Operations and Actuarial Liabilities**

	Actual		Forecast	Planned
(millions of dollars)	2005-2006	2006-2007	2007-2008	2008-2009
Actuarial Liabilities – Balance at beginning of year	**377.2**	**347.2**	**319.4**	**295.5**
Income	24.5	22.7	22.4	20.7
Payments and other charges	51.0	47.6	44.7	42.0
Excess of Payments and other charges over income for the year	26.5	24.9	22.3	21.3
Actuarial Surplus	3.5	2.9	1.6	1.5
Actuarial Liabilities – Balance at year-end	**347.2**	**319.4**	**295.5**	**272.7**

Civil Service Insurance Fund

This account was established by the *Civil Service Insurance Act*, under which the Minister of Finance could contract with permanent employees in the public service for the payment of certain death benefits. No new contracts have been entered into since 1954 when the Supplementary Death Benefit Plan for the Public Service and Canadian Forces was introduced as part of the *Public Service Superannuation Act* and the *Canadian Forces Superannuation Act*, respectively. As of April 1997, the Department of Human Resources Development assumed the responsibility for the administration and the actuarial valuation of the *Civil Service Insurance Act*.

The number of policies in force as of March 31, 2007 was 1,330 and the average age of the policy holders was 87.7 years. Receipts and other credits consist of premiums and an amount (charged to expenditures) which is transferred from the Consolidated Revenue Fund in order to balance the assets and actuarial liabilities of the program. Payments and other charges consist of death benefits, settlement annuities paid to beneficiaries and premium refunds.

Pursuant to subsection 16(3) of the *Civil Service Insurance Regulations*, any deficit will be credited to the Account from the Consolidated Revenue Fund.

Civil Service Insurance Fund Statement of Operational and Balance

	Actual		Forecast	Planned
(millions of dollars)	2005–2006	2006–2007	2007–2008	2008–2009
Opening Balance	**6.6**	**6.3**	**6.0**	**5.7**
Income and other credits	0.1	0.0	0.1	0.1
Payments and other charges	0.4	0.3	0.4	0.3
Excess of payments and other charges over income for the year	0.3	0.3	0.3	0.2
Closing Balance	**6.3**	**6.0**	**5.7**	**5.5**

Employment Insurance Part II 2008–2009 Expenditure Plan

Background

Part II of the *Employment Insurance Act* commits the federal government to work in concert with provinces and territories in designing and implementing active employment programs that would be more effective in helping unemployed Canadians integrate into the labour market. These programs are called Employment Benefits and Support Measures and active employment programs similar to Employment Benefits and Support Measures.

In accordance with the Government of Canada's 1996 offer to provinces and territories to enter into bilateral partnerships on labour market activities, Labour Market Development Agreements have been concluded with all the provinces and territories. The Labour Market Development Agreements involve two types of arrangements:

- Transfer agreements where the province or territory assumes responsibility for the design and delivery of active employment programs similar to Employment Benefits and Support Measures. Such agreements have been concluded with New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, the Northwest Territories and Nunavut. These similar programs are contributions under Section 63 of the *Employment Insurance Act*.
- Co-management agreements where Human Resources and Social Development Canada (HRSDC), formerly Human Resources and Skills Development Canada, and the province or territory jointly assume responsibility for the planning and design of Employment Benefits and Support Measures, while HRSDC continues to deliver programs and services through its service delivery network. Such agreements have been concluded with Newfoundland and Labrador, Prince Edward Island, Nova Scotia, British Columbia and the Yukon. There is also a strategic partnership agreement that is a variation of co-management in Nova Scotia.

In Budget 2007, the Government of Canada announced its intention to offer to devolve the design and delivery of active employment programs to the four provinces and one territory where the co-managed agreements exist (Newfoundland and Labrador, Prince Edward Island, Nova Scotia, British Columbia and the Yukon). Negotiations will focus on establishing agreements to transfer responsibility for the design and delivery of active employment programs that are similar to Employment Benefits and Support Measures.

Specific areas of responsibilities for program delivery, timelines for implementation and funding requirements for system development costs and office re-fits are to be negotiated on an individual basis. These costs are the subject of a concurrent Treasury Board submission.

In addition to locally and regionally delivered Employment Benefits and Support Measures and similar programs, pan-Canadian activities that are national or multi-regional in scope or purpose are delivered by HRSDC in any of the provinces and territories through its Employment Benefits and Support Measures . Pan-Canadian activities include programming similar to Employment Benefits and Support Measures delivered by Aboriginal organizations under Aboriginal Human Resources Development Agreements.

Employment Benefits and Support Measures

The five employment benefits are:

- **Targeted Wage Subsidies** to encourage employers to hire individuals who they would not normally hire in the absence of a subsidy.
- **Self-Employment** to help individuals to create jobs for themselves by starting a business.
- **Job Creation Partnerships** to provide individuals with opportunities through which they can gain work experience which leads to on-going employment.
- **Skills Development** to help individuals to obtain skills for employment, ranging from basic to

advanced skills through direct assistance to individuals, and, where applicable, contributions to provinces/territories or provincially/territorially funded training institutions to cover costs not included in tuition fees.

- **Targeted Earnings Supplements** to encourage individuals to accept employment by offering them financial incentives.

It should be noted that of the employment benefits listed above, Targeted Earnings Supplements has not been implemented. Pilot research projects were conducted to evaluate the effectiveness of Targeted Earnings Supplements but HRSDC has not yet arrived at a feasible design.

Eligibility to receive assistance under the employment benefits extends to persons who are insured participants as defined in Section 58 of the *Employment Insurance Act*, i.e., active Employment Insurance claimants and former Employment Insurance claimants (individuals who have had Employment Insurance claims that ended in the past three years or those who have received maternity or parental benefits in the past five years after which they left the labour market to care for newborn or new adopted children).

Part II of the legislation also authorizes the establishment of support measures in support of the National Employment Service. The three measures are:

- **Employment Assistance Services** to assist organizations in the provision of employment services to unemployed persons.
- **Labour Market Partnerships** to encourage and support employers, employee and/or employer associations and communities in developing and implementing strategies for dealing with labour force adjustments and meeting human resources requirements.
- **Research and Innovation** to support activities which identify better ways of helping persons prepare for or keep employment and be productive participants in the labour force.

Financial Data

For 2008-2009, the Employment Insurance Part II expenditure authority of $2.18 billion represents 0.5% of total estimated insurable earnings of $450.342 billion. This represents a lower level of expenditures than the 0.8% ceiling imposed under the Act, which is estimated at $3.603 billion in 2008-2009.

Some of the savings from Part I income benefits generated by the Employment Insurance reform are included in these funds to provide job opportunities and help Canadians get back to work more quickly. The amount of re-investment reached maturity at $800 million in 2000-2001.

2008-2009 Employment Insurance Plan

(millions of dollars)	Base	Re-Investment	Total Plan
Newfoundland and Labrador	60.0	73.1	133.1
Nova Scotia	50.7	30.3	81.0
New Brunswick	50.6	42.1	92.7
Prince Edward Island	16.9	10.0	26.9
Quebec	350.5	248.1	598.6
Ontario	348.7	184.1	532.8
Manitoba	36.0	10.2	46.2
Saskatchewan	28.9	9.9	38.8
Alberta	69.9	35.9	105.8
Northwest Territories	1.7	1.6	3.3
Nunavut	1.8	1.0	2.8
British Columbia	132.6	151.7	284.3
Yukon	1.7	2.0	3.7
	1,150.0	800.0	1,950.0
Pan-Canadian Responsibilities [a]	186.3	0.0	186.3
Funds available for Employment Benefits and Support Measures	1,336.3	800.0	2,136.3

[a] Funds earmarked for Pan-Canadian priorities, such as Aboriginal programming, sectoral and innovations projects.

Expected Results

An accountability framework has been developed that respects the legal responsibility of the Minister of Human Resources and Social Development for the Employment Insurance Account. Key indicators will measure both the short and long term outcomes of Employment Benefits and Support Measures.

It is expected that 352,000 active and former claimants will be assisted in 2008-2009. These estimates may change, depending on labour market conditions and agreements achieved with provinces and territories.

Formative evaluations were completed during the initial implementation of Labour Market Development Agreement programming - between the years 1999 to 2002. They were focused on program design, delivery, implementation issues, client satisfaction and short-term success.

More detailed information on the formative evaluations is available at:

http://www.hrsdc.gc.ca/en/publications_resources/evaluation/index.shtml

Summative evaluations of Employment Benefits and Support Measures are aimed at providing information on the impact of Employment Benefits and Support Measures in helping participants prepare for, find and keep jobs. In addition to employment impacts, these evaluations examine a range of outcomes related to Employment Benefits and Support Measures participation including skills gains, job quality and increased self-sufficiency in relation to government income support assistance.

Evaluation results to-date (both from formative and summative studies) underscore the importance of the local socio-economic context and client characteristics on programming and program outcomes. Variances in local socio-economic situations appear to affect Employment Benefits and Support Measures implementation and effectiveness - suggesting the importance of tailoring programs to local needs to improve the outcomes of interventions.

Employment Benefits and Support Measures (EI Part II Activities)[a]

	Clients Employed/ Self-Employed	Unpaid Benefits	Active Claimants Served[b]
Targeted Results 2006-2007[c]	201,227	$781.3M	362,703
Actual Results 2006-2007[d]	210,232	$868.0M	374,132
Targeted Results 2007-2008[c]	208,282	$840.6M	371,737
Expected Results 2008-2009	216,000	$850.0M	352,000

[a] Includes Aboriginal Pan-Canadian clients.

[b] "Active Claimants Served" includes Active Employment Insurance claimants for all regions/provinces/territories, as well as Former Employment Insurance claimants for Quebec. The Quebec agreement stipulates that the province report on both Active and Former Employment Insurance claimants.

[c] Targeted results are submitted by the regions, provinces and territories. Added to these regional, provincial and territorial targets are Aboriginal Pan-Canadian targets which are based on the previous year's actual result.

[d] Represents one count per client, to avoid the double counting of clients who participated in both Regular and Aboriginal Pan-Canadian Employment Benefits and Support Measures.

Consolidated Report on Canada Student Loans

In August 2000, the Canada Student Loans Program (CSLP) was shifted from the risk-shared financing arrangements that had been in place with financial institutions between 1995 and July 2000 to a direct student loan financing plan.[14]

This meant that the Program had to redesign the delivery mechanism in order to directly finance student loans. In the new arrangement, the Government of Canada provides the necessary funding to students and two service providers have contracts to administer the loans. As of March 2008, the Government of Canada will move from two service provider contracts to one single service provider.

Reporting Entity

The entity detailed in this report is the Canada Student Loans Program only and does not include departmental operations related to the delivery of the CSLP. Expenditures figures are primarily statutory in nature, made under the authority of the *Canada Student Loans Act* and the *Canada Student Financial Assistance Act*.

Basis of Accounting

The financial figures are prepared in accordance with generally accepted accounting principles and as reflected in the *Public Sector Accounting Handbook* of the Canadian Institute of Chartered Accountants.

Specific Accounting Policies

Revenues

Two sources of revenue are reported: interest revenue on Direct Loans and recoveries on Guaranteed and Put Back Loans. Government accounting practices require that recoveries from both sources be credited to the government's Consolidated Revenue Fund. They do not appear along with the expenditures in the CSLP accounts, but are reported separately in the financial statements of Human Resources and Social Development Canada (HRSDC) and the government.

Interest Revenue on Direct Loans

Borrowers are required to pay simple interest on their student loans once they leave full-time studies. At the time they leave school, students have the option of selecting a variable (prime + 2.5%) or fixed (prime + 5%) interest rate. The figures represent the interest accrued on the outstanding balance of the government-owned Direct Loans. Borrowers continue to pay the interest accruing on the guaranteed and risk-shared loans directly to the private lender holding these loans. Effective August 1, 2005, the weekly loan limit increased from $165 per week to $210 per week of study. As more funds are now available to students, total loan disbursements and interest revenue generated will continue to increase.

Recoveries on Guaranteed Loans

The government reimburses the private lenders for any loans issued prior to August 1, 1995 that go into default (i.e., lenders claim any amount of principal and interest not repaid in full). The figures represent the recovery of principal and interest on these defaulted loans.

Recoveries on Put-back Loans

Under the risk-shared agreements, the government will purchase from the participating financial institutions any loans issued between August 1, 1995 to July 31, 2000 that are in default of payments for at least 12 months after the period of study, that in aggregate, do not exceed 3% of the average monthly balance of the lender's outstanding student loans in repayments. The amount paid is set at 5% of the value of the loans in question. The figures represent the recovery of principal and interest on these loans.

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[14] For further information on the Canada Student Loans Program, see **http:// www.hrsdc.gc.ca/en/gateways/topics/cxp-gxr.shtml**

Canada Study Grants and Canada Access Grants

Canada Study Grants and Canada Access Grants improve access to post-secondary education by providing non-repayable financial assistance to post-secondary students. Four types of Canada Study Grants are available to assist: (1) students with permanent disabilities in order to meet disability-related educational expenses (up to $8,000 annually); (2) students with dependants (up to $3,120 for full-time students and up to $1,920 for part-time students, annually); (3) high-need part-time students (up to $1,200 annually); and (4) women in certain fields of Ph.D. studies (up to $3,000 annually for up to three years). Two Canada Access Grants are available since August 1, 2005, to assist: (1) students from low-income families entering their first year of post-secondary studies (50% of tuition, up to $3,000); and (2) students with permanent disabilities in order to assist with education and living expenses (up to $2,000 annually).[15]

Collection Costs

These amounts represent the cost of using private collection agencies to collect defaulted Canada Student Loans. The loans being collected include: risk-shared and guaranteed loans that have gone into default and for which the government has bought back from the private lender; and Direct Loans issued after July 31, 2000, that are returned to HRSDC by the third party service provider as having defaulted. As of August 1, 2005 the Canada Revenue Agency (CRA) Non Tax Collections Directorate undertook the responsibility for the administration of the collection activities of the guaranteed, risk-shared and direct student loans.

Service Provider Costs

CSLP uses third party service providers to administer loan origination, in-study loan management, post-studies repayment activities and debt management. This item represents the cost associated with these contracted services.

Risk Premium

Risk premium represents part of the remuneration offered to lending institutions participating in the risk-shared program from August 1, 1995 to July 31, 2000. The risk premium represents 5% of the value of loans being consolidated which is calculated and paid at the time students leave studies and go into repayment. In return, the lenders assume the risk associated with non-repayment of these loans.

Put-Back

Subject to the provisions of the contracts with lending institutions, the government will purchase from a lender the student loans that are in default of payment for at least 12 months and that, in aggregate, do not exceed 3% of the average monthly balance of the lender's outstanding student loans in repayments. The amount paid is set at 5% of the value of the loans in question. The figures also include any refund made to participating financial institutions on the recoveries.

Administrative Fees to Provinces and Territories

Pursuant to the *Canada Student Financial Assistance Act* (CSFA Act), the government has entered into arrangements with nine provinces and one territory to facilitate the administration of the CSLP. They administer the application and needs assessment activities associated with federal student financial assistance and in return they are paid an administrative fee. As of August 1, 2005 administrative fees paid to provinces were increased to improve the compensation for their part in the administration of the CSLP.

In-Study Interest Borrowing Expense

The capital needed to issue the Direct Loans is raised through the Department of Finance's general financing activities. The cost of borrowing this capital is recorded in the Department of Finance's overall financing operations. The figures represent the cost attributed to CSLP in support of Direct Loans while students are considered in study status. Weekly loan limits increased effective August 1, 2005. As more funds are now available to students, total loan disbursements have grown, and as a result the in-study interest borrowing expense will continue to rise.

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[15] The new Canada Access Grant for Student with Permanent disabilities has replaced the Canada Study Grant for High-need Students with Permanent Disabilities.

In-Repayment Interest Borrowing Expense

The capital needed to issue the Direct Loans is raised through the Department of Finance's general financing activities. The cost of borrowing this capital is recorded in the Department of Finance's overall financing operations. The figures represent the cost attributed to CSLP in support of Direct Loans while students are in repayment of their Canada Student Loans.

In-Study Interest Subsidy

A central feature of federal student assistance is that student borrowers are not required to pay the interest on their student loans as long as they are in full-time study and, in the case of loans negotiated prior to August 1, 1993, for six months after the completion of studies. Under the guaranteed and risk-shared programs, the government pays the interest to the lending institutions on behalf of the student.

Interest Relief

Assistance may be provided to cover loan interest and suspend payments on the principal of loans in repayment for up to 54 months for borrowers experiencing temporary difficulties repaying their loans. The shift from Guaranteed and Risk-Shared Loans to Direct Loans did not alter interest relief for loans in distress from the borrower's perspective; however, the method of recording associated costs changed. For loans issued prior to August 1, 2000, CSLP compensates lending institutions for lost interest equal to the accrued interest amount on loans under Interest Relief (IR). For loans issued after August 1, 2000, an interest relief expense is recorded to offset the accrued interest on direct loans. Effective August 1, 2005 income thresholds used to determine IR eligibility increased in order to make IR accessible to a greater number of borrowers.

Debt Reduction in Repayment

Debt Reduction in Repayment (DRR) assists borrowers experiencing long-term difficulties repaying their loans. DRR is a federal repayment assistance program through which the Government of Canada reduces a qualifying borrower's outstanding Canada Student Loans principal to an affordable amount after Interest Relief has been exhausted and only after 5 years have passed since the borrower ceased to be a student. As of August 1, 2005, the maximum amount of DRR assistance is $26,000, which is available to eligible borrowers in an initial deduction of up to $10,000, a second deduction of up to $10,000 and a final deduction of up to $6,000. For loans issued prior to August 1, 2000, CSLP pays the lending institutions the amount of student debt principal reduced by the Government of Canada under DRR. For loans issued after August 1, 2000, the Government of Canada forgives a portion of the loan principal.

Claims Paid and Loans Forgiven

From the beginning of the program in 1964 until July 31, 1995, the government fully guaranteed all loans issued to students by private lenders. The government reimburses private lenders for any of these loans that go into default (i.e., subject to specific criteria, lenders may claim any amount of principal and interest not repaid in full, after which the Canada Revenue Agency's (CRA) Collection Services will attempt to recover these amounts).[16] The risk-shared arrangements also permitted loans issued from August 1, 1995 to July 31, 2000 to be guaranteed under specific circumstances. This item represents the costs associated with loan guarantees.

Pursuant to the *Canada Student Loans Act* and the *Canada Student Financial Assistance Act*, the government incurs the full amount of the unpaid principal plus accrued interest in the event of the death of the borrower or, if the borrower becomes permanently disabled and cannot repay the loan without undue hardship.

Bad Debt Expense

Under Direct Loans, the government owns the loans issued to students and must record them as assets. As a result, generally accepted accounting principles require a provision be made for potential future losses associated with these loans. The provision must be made in the year the loans are issued even though the losses may occur many years later. The figures represent the annual adjustment to the provisions for Bad Debt and Debt Reduction in Repayment on Direct Loans.

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[16] An announcement was made on August 1, 2005 which transfers collections activities previously carried out by Social Development Canada (SDC) to Canada Revenue Agency.

Alternative Payments to Non-participating Provinces and Territories

Provinces and territories may choose not to participate in the CSLP. These provinces and territories receive an alternative payment to assist in the cost of delivering a similar student financial assistance program.

Commitments

Starting March 17, 2008, the CSLP will enter into a new agreement with one single Service Provider. For the period from March 17, 2008 to March 31, 2009, the expected cash flow for Service Provider contracts is: $ 85.0 millions.

Consolidated Canada Student Loans Programs Combined Programs

	Actual		Forecast	Planned Spending[e]		
(millions of dollars)	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Revenue						
Interest Revenue on Direct Loans	315.7	453.3	474.7	551.5	619.7	681.6
Recoveries On guaranteed Loans [a]	66.8	55.3	49.0	52.6	53.3	47.6
Recoveries On Put-Back Loans [a]	13.1	14.5	13.7	15.2	15.4	13.8
Total Revenue	395.6	523.1	537.4	619.3	688.4	743.0
Expenses						
Transfer Payments						
Canada Study Grants and Canada Access Grants	129.7	146.4	153.7	142.9	142.8	142.9
Loan Administration						
Collection Costs [a]	13.6	12.4	13.9	12.5	12.5	12.5
Service Bureau Costs	50.2	65.6	91.8	84.2	64.2	59.1
Risk Premium	2.7	1.8	1.5	1.3	0.9	0.2
Put-Back	4.3	4.7	3.7	5.2	5.4	5.6
Administrative Fees to Provinces and Territories and SIF	13.9	14.7	14.3	14.4	14.4	14.5
Total Loan Administration Expenses	84.7	99.2	125.2	117.6	97.4	91.9
Cost of Government Support						
Benefits Provided to Students						
In-Study Interest Borrowing Expense (Class A) [b]	159.3	185.7	190.5	195.7	208.5	220.9
In Repayment Interest Borrowing Expense (Class B) [b]	111.4	145.0	188.1	227.6	264.9	301.8
In-Study Interest Subsidy (Class A)	12.1	11.5	8.4	2.0	0.3	0.2
Interest Relief	67.2	84.2	114.4	101.3	104.6	106.2
Debt Reduction in Repayment	31.4	20.1	13.2	6.8	3.9	2.3
Claims Paid & Loans Forgiven	24.8	24.2	17.3	17.3	15.7	14.9
Bad Debt Expense [c]						
Debt Reduction in Repayment Expense	13.3	9.6	13.6	14.3	14.4	14.5
Bad Debt Expense	297.2	260.4	339.2	363.8	375.5	388.4
Total Cost of Government Support Expenses	716.7	740.7	884.7	928.8	987.8	1,049.2
Total Expenses	931.1	986.3	1,163.6	1,189.3	1,228.0	1,284.0
Net Operating Results	535.5	463.2	626.2	570.0	539.6	541.0
Alternative Payments to Non-Participating Province and Territories [d]	158.2	91.3	107.4	117.9	117.7	118.1
Final Operating Results	693.7	554.5	733.6	687.9	657.3	659.1

[a] These costs are related to Canada Student Direct Loans but are now reported by Canada Revenue Agency.

[b] These costs are related to Canada Student Direct Loans but reported by the Department of Finance.

[c] This represents the annual expense adjustment to the Provisions for Bad Debt and Debt Reduction in Repayment as required under Accrual Accounting.

[d] The figures represent the annual expense recorded under the Accrual Accounting as opposed to the actual amount disbursed to the Non-Participating Province and Territories. The actual cash expense for Alternative Payments to Non-Participating Provinces and Territories for 2006-2007 was $ 117.6 M.

[e] 2007-2008 and ongoing planned spending years **include** CSLP related amounts stemming from the Budget 2007 announcement.

Consolidated Canada Student Loans Programs — Direct Loans Only

(millions of dollars)	Actual		Forecast	Planned Spending[e]		
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Revenue						
Interest Revenue on Direct Loans	315.7	453.3	474.7	551.5	619.7	681.6
Expenses						
Transfer Payments						
Canada Study Grants and Canada Access Grants	129.7	146.4	153.7	142.9	142.8	142.9
Loan Administration						
Collection Costs[a]	6.9	7.1	9.4	7.8	7.8	7.8
Service Bureau Costs	50.2	65.6	91.8	84.2	64.2	59.1
Administrative Fees to Provinces and Territories and SIF	13.9	14.7	14.3	14.4	14.4	14.5
Total Loan Administration Expenses	71.0	87.4	115.5	106.4	86.4	81.4
Cost of Government Support						
Benefits Provided to Students						
In-Study Interest Borrowing Expense (Class A)[b]	159.3	185.7	190.5	195.7	208.5	220.9
In Repayment Interest Borrowing Expense (Class B)[b]	111.4	145.0	188.1	227.6	264.9	301.8
Interest Relief	43.9	63.4	97.9	93.2	99.6	103.8
Loans Forgiven	9.1	7.2	7.6	9.8	10.8	11.8
Bad Debt Expense[c]						
Debt Reduction in Repayment Expense	13.3	9.6	13.6	14.3	14.4	14.5
Bad Debt Expense	297.2	260.4	339.2	363.8	375.5	388.4
Total Cost of Government Support Expenses	634.2	671.3	836.9	904.4	973.7	1,041.2
Total Expenses	834.9	905.1	1,106.1	1,153.7	1,202.9	1,265.5
Net Operating Results	519.2	451.8	631.4	602.2	583.2	583.9
Alternative Payments to Non-Participating Province and Territories[d]	158.2	91.3	107.4	117.9	117.7	118.1
Final Operating Results	677.4	543.1	738.8	720.1	700.9	702.0

[a] These costs are related to Canada Student Direct Loans but are now reported by Canada Revenue Agency.

[b] These costs are related to Canada Student Direct Loans but reported by the Department of Finance.

[c] This represents the annual expense adjustment to the Provisions for Bad Debt and Debt Reduction in Repayment as required under Accrual Accounting.

[d] The figures represent the annual expense recorded under the Accrual Accounting as opposed to the actual amount disbursed to the Non-Participating Province and Territories. The actual cash expense for Alternative Payments to Non-Participating Provinces and Territories for 2006-2007 was $ 117.6 M.

[e] 2007-2008 and ongoing planned spending years **include** CSLP related amounts stemming from the Budget 2007 announcement.

Consolidated Canada Student Loans Programs Risk-Shared and Guaranteed Loans Only

(millions of dollars)	Actual		Forecast	Planned Spending[b]		
	2005–2006	2006–2007	2007–2008	2008–2009	2009–2010	2010–2011
Revenue						
Recoveries On guaranteed Loans[a]	66.8	55.3	49.0	52.6	53.3	47.6
Recoveries On Put-Back Loans[a]	13.1	14.5	13.7	15.2	15.4	13.8
Total Revenue	79.9	69.8	62.7	67.8	68.7	61.4
Expenses						
Loan Administration						
Collection Costs[a]	6.7	5.3	4.5	4.7	4.7	4.7
Risk Premium	2.7	1.8	1.5	1.3	0.9	0.2
Put-Back	4.3	4.7	3.7	5.2	5.4	5.6
Total Loan Administration Expenses	13.7	11.8	9.7	11.2	11.0	10.5
Cost of Government Support						
Benefits Provided to Students						
In-Study Interest Subsidy (Class A)	12.1	11.5	8.4	2.0	0.3	0.2
Interest Relief	23.3	20.8	16.5	8.1	5.0	2.4
Debt Reduction in Repayment	31.4	20.1	13.2	6.8	3.9	2.3
Claims Paid & Loans Forgiven	15.7	17.0	9.7	7.5	4.9	3.1
Total Cost of Government Support Expenses	82.5	69.4	47.8	24.4	14.1	8.0
Total Expenses	96.2	81.2	57.5	35.6	25.1	18.5
Net Operating Results	16.3	11.4	(5.2)	(32.2)	(43.6)	(42.9)

[a] These costs are related to Canada Student Direct Loans but are now reported by Canada Revenue Agency.

[b] 2007–2008 and ongoing planned spending years **include** CSLP related amounts stemming from the Budget 2007 announcement.

Section IV

Other Items of Interest

Detailed Program Description by Strategic Outcome

A. Policies and Programs that meet the Human Capital and Social Development Needs of Canadians

Program Activity: Policy, Research and Communications

Strategic Policy

Strategic Policy focuses on addressing the social and human capital challenges of Canadians through strategic, innovative solutions. To move forward with implementing the Government's commitments in the area of human resources and social development, the Department develops foundational policy frameworks and strategies that enable the Department to identify emerging policy issues for Canadians.

Knowledge Analysis and Evaluation

Knowledge, analysis and Evaluation provides leadership in data management, research, dissemination and exchange, monitoring and reporting, and evaluation to support strong accountability, innovative and responsive policies and programs and evidence-based decision-making by governments, public institutions, businesses, communities, families and citizens.

Public Affairs and Stakeholder Relations

Public Affairs and Stakeholder Relations provide strategic communications and stakeholder relations advice and support to the Ministers, Deputy Ministers and the Department. It also contributes to the HRSDC objective of creating opportunities and choices for Canadians to reach their full potential in society and the labour market. This is support through HRSDC programs and policies by: Developing and executing targeted communications strategies that inform Canadians, particularly the most vulnerable, about programs and policies to meet their social development and labour market needs; and, Engaging the public stakeholders on key departmental issues through discussions and consultations, which facilitates the inclusion of views of Canadians in the research, policy and program development process.

B. Enhanced Canadian Productivity and Participation through Efficient and Inclusive Labour Markets, Competitive Workplaces and Access to Learning

Program Activity: Labour Market

Employment Insurance

This program promotes individual well being, economic stability and a flexible labour market by providing temporary income support to unemployed workers who qualify under Part I of the *Employment Insurance Act*. Employment Insurance encompasses a wide range of benefits to address the needs of workers and the labour market, including Canadians who are sick, pregnant or caring for a newborn or adopted child, as well as those who must care for a family member who is seriously ill with a significant risk of death.

Actuarial Services

The Actuarial Services provide professional actuarial services to the Employment Insurance Commission and branches of HRSDC and Service Canada. Services include: providing the Employment Insurance (EI) Commission with an annual report on the actuarial calculation of the EI break-even premium rate and maximum insurable earnings; establishing premium reductions for Provincial Plans (such as the Quebec Parental Insurance Plan) and qualified wage-loss replacement plans for sickness. Actuarial valuations are provided for the Government Annuities and Civil Service Insurance programs by determining its actuarial liabilities and its annual surplus (deficit) and by monitoring its soundness by performing mortality studies. The Chief Actuary is also accountable for providing advice on proposed changes in the *EI Act* and on practice of private and public insurers with similar insurance and welfare programs.

Income Benefits

Income Benefits provides temporary financial assistance to unemployed Canadians, including self-employed fishers while they look for work, participants on work-sharing agreements, as well as to Canadians who need to take a temporary absence from work for sickness, pregnancy and childbirth, caring for a newborn or adopted child, or to provide care or support to a gravely ill family member with a significant risk of death.

Labour Market Programs

This program provides services that are funded under the Consolidated Revenue Fund and Part II of the *Employment Insurance Act*. These enable Canadians, including unemployed adults and targeted groups, such as youth, persons with disabilities and Aboriginal Peoples, to develop their skills and encourage them to invest in themselves and become self-reliant and more adaptable to labour market changes.

Employment Benefits and Support Measures (EI)

Part II of the *Employment Insurance Act* authorizes the design and implementation of Employment Benefits and Support Measures to help unemployed participants prepare for, find and keep employment. Under co-management Labour Market Development Agreements in four provinces and one territory, the Employment Benefits and Support Measures are designed and managed jointly among Service Canada, HRSDC and the provinces/ territory. Pan-Canadian funding maintained under HRSDC management is used under the Employment Benefits and Support Measures to address labour market issues and priorities that are national or multiregional in scope. The pan-Canadian spending is focused on four classes of investments: enhancing investment in workplace skills; finding innovative solutions to reducing risk through improvements to the effectiveness of EI active measures; Aboriginal people; and supporting agreements with provinces, territories and Aboriginal people.

Labour Market Development Agreements Transfers

Under the authority of the *Employment Insurance Act*, Labour Market Development Agreements have been signed with all provinces and territories. Eight of these agreements are in the form of a transfer agreement under which six provinces and two territories have assumed responsibility for the design and delivery of provincial/territorial programs and services similar to Employment Benefits and Support Measures. For the five labour market development agreements that are co-managed (NL, PEI, NS, BC, and YK), HRSDC shares responsibility for the design of labour market development programs and services. In these provinces/territories, HRSDC (through Service Canada) continues to be responsible for the management and delivery of the employment benefits and support measures through its network of local offices.

Aboriginal Human Resources Development Strategy

The Aboriginal Human Resources Development Strategy is designed to assist Aboriginal people to prepare for, find and keep employment and builds Aboriginal capacity for human resources development. Labour market and skills development programming under the Strategy is delivered through agreements with approximately 80 Aboriginal Human Resources Development Agreement holders across the country. The Strategy integrates most of HRSDC's Aboriginal programming.

Aboriginal Skills and Employment Partnerships

Complementary to the Aboriginal Human Resources Development Strategy, Aboriginal Skills and Employment Partnerships is a nationally managed program geared toward supporting collaboration among Aboriginal groups, the private sector and provincial/territorial governments. The goal of the Aboriginal Skills and Employment Partnership program is to ensure sustainable employment for Aboriginal people in major, large-scale economic opportunities (such as diamond mining, oil and gas exploration and development and forestry initiatives) leading to long-term benefits for Aboriginal communities, families and individuals.

Youth Employment Strategy

This program ensures that Canada's youth are well prepared to participate and succeed in today's changing labour market. The Strategy is delivered in partnership with the private sector and non-governmental organizations through the collective efforts of twelve federal departments, agencies and corporations, with HRSDC in the lead role. HRSDC is responsible for approximately 76% of program funds with the remainder coming from other government departments. Under the Strategy, youth employment initiatives target youth from 15 to 30 years of age who are unemployed or underemployed. This national strategy offers a broad range of initiatives under three programs: Skills Link, Summer Work Experience and Career Focus.

Labour Market Adjustments

This program supports the objectives of an integrated labour market system and to ensure the right tools are in place to meet the needs of a flexible and expanding labour market. Labour market adjustments were initially established to help absorb labour market shocks, emerging issues, and/or crisis allowing the department to respond to urgent situations. The labour market adjustments also fund programs of short duration including the Targeted Initiative for Older Workers (TIOW). TIOW is a two-year federal-provincial/territorial cost shared initiative to assist unemployed older workers in communities affected by significant downsizing or closures, or ongoing high unemployment, through programming aimed at reintegrating them into employment. The initiative is delivered through bilateral agreements with provinces and territories which are responsible for identifying affected communities, as well as the design and delivery of projects. This interim initiative has been put in place while a feasibility study to evaluate current and potential measures to address the challenges faced by displaced older workers is undertaken.

Enabling Fund for Official Language Minority Communities

The Enabling Fund serves to enhance the development and vitality of Official language minority communities by strengthening community capacity in areas of human resources and community economic development by promoting partnerships at all levels, especially with federal partners. The Fund provides leverage and complementarity with funding under other HRSDC and federal and provincial/territorial government programs. Through two national committees (francophone and anglophone), the Fund ensures collaboration with partners for joint action, planning and development intended to enhance the communities' vitality.

Labour Market Agreements for Persons with Disabilities

This program is designed to improve the employment situation of Canadians with disabilities, by enhancing their employability, increasing the employment opportunities available to them, and building on their existing knowledge base. These agreements facilitate coordination in labour market programming targeted to people with disabilities through agreements with provinces.

Opportunities Fund for Persons with Disabilities

This program is designed to assist people with disabilities who are ineligible for employment programs available through the Employment Insurance program. Funding under this program assists eligible people with disabilities to prepare for and obtain employment or self-employment as well as to develop the skills necessary to maintain that new employment. Funding is provided for the provision of employment related services and interventions tailored to meet the needs of persons with disabilities in order to facilitate their integration into employment, including financial assistance to employers to encourage them to hire persons with disabilities that they would not normally hire, supporting projects developed by sponsor organizations that will provide participants with opportunities to gain meaningful work experience, covering all or a portion of tuition costs to assist in gaining skills for employment, providing assistance to individuals in starting a new business and providing assistance to organizations to conduct employment related activities designed to assist persons with disabilities prepare for, obtain and keep employment.

Program Activity: Workplace Skills

Workplace Partnerships

Workplace Partnerships work with industry and the learning system to ensure that Canadians have the skills and knowledge required for the workplace. These partnerships enable the private sector to invest in skills development issues as well as to strengthen apprenticeships systems in Canada, including the mobility of skilled trades' workers.

Sector Councils

Sector Councils are formal, national partnerships of businesses and workers that address human resources and workplace skills development on a sectoral basis. Contribution payments under the Sector Council Program support research and project based activities proposed by Sector Councils and other national organizations (sector-like) working on skills and learning issues.

Trades and Apprenticeships

This program implements the Trades and Apprenticeship Strategy. Trades and Apprenticeship works with provinces and territories through the Canadian Council of Directors of Apprenticeship to facilitate and increase the mobility of skilled trades workers, and with public and private partners to strengthen apprenticeship systems in Canada.

Inter-provincial Standards Red Seal Program

This program facilitates the mobility of tradespeople between Canadian provinces and territories, through interprovincial standardization of training, and certification based on national occupational standards for the 49 Red Seal trades. Fully trained apprentices and certified journeypersons are able to obtain a Red Seal endorsement on their Certificates of Qualification and Apprenticeship Completion by successfully completing an Interprovincial Standards Red Seal Examination.

Workplace Skills Initiative

This Program stimulates and supports partnership-based projects that test and evaluate promising, outcomes-focused approaches to skills development for employers and employed Canadians. Implicit in these projects is the development of human capital in and for the workplace. This support will be available to the spectrum of workplace partners and will cover a range of projects—from possible firm-level approaches with a focus on Small and Medium-sized Enterprises to a more macro sectoral approach for others. Projects will vary in scope and scale in order to inform the Government of Canada on best possible policy interventions. The Workplace Skills Initiative promotes workplace skills development goals by supporting the generation and sharing of models of skills development and continuous learning for the employed, such as skills laddering, up-skilling, and re-skilling. It also promotes the adoption, recognition and rewarding of improved Human Resources practices, systems and sharing of best practices related to attracting, developing and retraining of employees. Funding for Workplace Skills Initiative projects will be cost-shared with partners; it is expected that partners provide cash and/or in-kind contributions at a minimum of 25% of the costs of the project. Financial assistance will be provided to eligible recipients in the form of a contribution from the Consolidated Revenue Fund.

Apprenticeship Incentive Grant

The Apprenticeship Incentive Grant aims to promote access to apprenticeships and improve labour mobility by providing a $1,000 grant to registered apprentices in the Red Seal trades. The grant has been designed to reward advancement in the first two years of an apprenticeship program. Registered apprentices who have completed their first or second year of their apprenticeship program on or after January 1, 2007 will be eligible to apply. The Apprenticeship Incentive Grant will provide an incentive for more Canadians to pursue apprenticeships and meet the future need for skilled trades people that is crucial to the sustained growth of the economy. By focusing on the Red Seal trades, for which there are national occupational and training standards, the Apprenticeship Incentive Grant will also support inter-provincial mobility.

Foreign Workers and Immigrants

This activity helps internationally-trained individuals integrate and participate in the Canadian labour market, as well as enhances interprovincial mobility of internationally and domestically trained workers. This work is done in conjunction with provinces, territories, partners and stakeholders across Canada, including other federal departments, industry, and regulatory bodies.

Immigration Portal

This Program enhances the Going to Canada website by providing prospective immigrants, students, workers and newcomers with information, services and tools to help them make informed decisions about coming to Canada, and integrating into Canada's labour market and society.

Interprovincial Labour Mobility

This Program Co-ordinates federal activity to improve interprovincial labour mobility under the Agreement on Internal Trade, so that workers who qualify in one province/ territory can have their qualifications recognized in another.

Foreign Credential Recognition

This Program supports activities proposed by Sector Councils, industry groups, regulatory bodies, provinces/ territories, and educational bodies that work on foreign credential assessment and recognition issues.

Temporary Foreign Worker Program

This Program Assists Canadian employers in meeting their human resource needs by facilitating the entry of temporary foreign workers into areas of the labour market with demonstrated occupational shortages, while still considering the employers' efforts to hire and recruit Canadians.

Skills and Labour Market Information

This Program is available to help employed and unemployed job seekers, people choosing a career, career practitioners, employment service providers, employers, education/learning institutions, and community development organizations make informed decisions related to skills, human resources, and the labour market.

National Occupational Classification

This Program is an authoritative resource on occupational information in Canada, the National Occupational Classification describes the work performed by Canadians in the labour market. The National Occupational Classification contains the Classification structure and descriptions of 520 occupational areas and includes over 30,000 occupational titles.

Labour Market Information

Through Service Canada, Labour Market Information provides information on national and regional employment trends, local employment prospects, wage rates, skills and education required by occupation, and employment and training opportunities. Service Canada also offers job posting, job search, job alert and job matching services to job seekers and employers

Literacy and Essential Skills

This Program works through non-statutory grants and contributions to reduce non-financial barriers related to adult learning, literacy and essential skills. This is achieved by supporting the generation, transfer, and application of knowledge; by contributing to the development of innovative approaches; by strengthening capacity of the adult learning, literacy and essential skills sectors, and by promoting and increasing awareness of the importance of adult learning, literacy and essential skills.

Program Activity: Learning

Student Financial Assistance

This program promotes accessibility to post-secondary education for those with a demonstrated financial need by providing loans, Canada Access Grants, and Canada Study Grants to help lower financial barriers. The Program also offers debt management measures to borrowers to help with repayment. These include, Interest Relief, Debt Reduction in Repayment and loan forgiveness in the event of the permanent disability or death of a qualified borrower.

Loans

This Program promotes accessibility to post-secondary education for individuals with demonstrated financial need by providing repayable assistance in the form of loans to full-time and part-time students.

Grants

This program provides Canada Access Grants and Canada Study Grants to students to increase the participation of under-represented groups in post-secondary education: Canada Access Grants for Students from Low -Income Families and Students with Permanent Disabilities; and Canada Study Grants for the students with Dependants, Accommodation of Students with Permanent Disabilities, for High-Need Part-time Students, and for Females pursuing Doctoral Studies.

Repayment and Debt Management and Assistance

This program offers a number of measures to assist borrowers in managing their Canada Student Loan debt, including an extended repayment period, Interest Relief, extended Interest Relief and Debt Reduction in Repayment. The intent of these measures is to provide short and long-term assistance to borrowers who are experiencing financial difficulty in meeting their repayment obligations, due to periods of unemployment or low income.

Canada Education Savings Program

The Canada Education Savings Program includes the Canada Education Savings Grant and the Canada Learning Bond which provide grants to encourage Canadians to save for a child's post-secondary education using a Registered Education Savings Plan. The Program also administers the Alberta Centennial Education Savings Grant on behalf of the Province of Alberta and the Education Savings Community Outreach Initiative.

Canada Learning Bond

The Canada Learning Bond is a grant to help low-income families start saving for their child's education after high school. It is directed to children born after 2003 whose family is eligible to receive the National Child Benefit Supplement.

Canada Education Savings Grant

The Canada Education Savings Grant encourages Canadians to save for the post-secondary education of children by providing a matching grant on savings made for children aged 0–17. The Canada Education Savings Program pays grants on all RESP savings and provides higher grants to low- and middle-income families.

International Academic Mobility

The International Academic Mobility initiative aims to increase international academic co-operation and sustainable institutional linkages among universities, colleges, technical institutes and private businesses that result in, for example, the development of joint curricula, the recognition and portability of academic credits and the use of distance education. Through the International Academic Mobility international student exchange experiences, Canadian students gain invaluable skills that contribute to competitive edge in an increasingly global marketplace, including language abilities and inter-cultural communication skills.

C. Safe, Healthy, Fair, Stable, Cooperative, Productive Workplaces and Effective International Labour Standards

Program Activity: Labour

Federal Mediation and Conciliation Service

This program is responsible for providing dispute resolution and dispute prevention assistance to trade unions and employers under the jurisdiction of Part I (Industrial Relations) of the *Canada Labour Code*. It fosters constructive labour management relationships economy-wide. The Federal Mediation and Conciliation Service provides expert mediation and conciliation assistance in approximately 300 collective bargaining disputes per year. It is also responsible for the administration of Ministerial appointments toresolve rights disputes under Part III (Labour Standards) of the *Canada Labour Code*. It also carries out in-depth research on current and emerging industrial relations issues.

Mediation and Conciliation

Dispute resolution and dispute prevention assistance to employers and unions pursuant to Part I (Industrial Relations) of the *Canada Labour Code* and Part I of the Status of the *Artist Act*.

Unjust Dismissal Adjudicators

Appointment by the Minister of Labour, on the recommendation of the Federal Mediation and Conciliation Service, of quasi-judicial decision-makers to hear and decide complaints of unjust dismissal pursuant to Part III (Labour Standards) of the *Canada Labour Code*.

Wage Recovery Referees

Appointment by the Minister of Labour, on the recommendation of the Federal Mediation and

Conciliation Service, of quasi-judicial decision-makers to hear and decide appeals from wage payment orders and notices of unfounded complaint pursuant to Part III (Labour Standards) of the *Canada Labour Code*.

Labour-Management Partnerships Program

This is a contribution program that encourages joint labour management initiatives in the workplace or at the sectoral level, which are designed to foster and improve labour management relationships.

National Labour Operations

This operational area is responsible for the promotion, application and enforcement of workplace conditions that are safe, healthy, fair and equitable. In order to accomplish this, there are a number of Acts and programs that support these objectives. The Compliance and Regional Operations Directorate and the Program Development and Guidance Directorate administer Part II (Occupational Health and Safety) and Part III (Labour Standards) of the Canada Labour Code, the *Non-smokers' Health Act*, the *Employment Equity Act*, the Federal Contractors Program for Employment Equity, the *Fair Wages and Hours of Labour Act*, the *Government Employees' Compensation Act*, and the *Merchant Seamen Compensation Act*, as well as acting as the authority having jurisdiction on matters relating to the fire protection of federal real property. The Directorates work with primary stakeholders, employers and employees in the federal jurisdiction and coordinates the regulatory and enforcement activities across the country to ensure consistent application of the various statutes. From the perspective of employers, they rely on the Labour Program to administer their workplace-related laws and regulations in a fair and consistent manner in order to ensure a level playing field for their operations.

Occupational Health and Safety

Occupational Health and Safety is authorized and informed by Part II of the *Canada Labour Code*, the Canada Occupational Health and Safety Regulations, and the *Non-smokers' Health Act*. Workplace health and safety is ensured through promotion, proactive intervention and enforcement of Part II of the *Canada Labour Code* and its Regulations and through work with primary stakeholders, employees and employers to create and maintain an effective health and safety culture and to ensure compliance with the Code.

Fire Protection

Fire Protection Services (FPS) operates under the authority of the Treasury Board Policy on Fire Protection, Investigation and Reporting issued pursuant to the *Financial Administration Act*. FPS has, as its mandate, ensuring the protection, conservation and minimization of risks to life, property, and the Government's financial position. FPS is responsible for administering and enforcing the TB policy and standards, as well as the fire protection requirements of the National Building Code of Canada, the National Fire Code of Canada and related fire protection codes and standards. In addition, FPS delivers fire protection engineering and inspection services to First Nation reserves in accordance with a Memorandum of Understanding with Northern and Indian Affairs Canada and the Treasury Board, and fire protection engineering to certain Crown corporations on a cost recovery basis.

Labour Standards

Part III of the *Canada Labour Code* establishes employment standards for employees and employers under federal jurisdiction, such as working hours, minimum wages, holidays, unjust dismissal and various types of leave. Part III is an important social and economic piece of legislation, which provides the legal basis for ensuring protection of basic worker rights, while creating a fair and competitive labour market for employers.

Workplace Equity

The Employment Equity Program aids four designated groups (women, visible minorities, persons with disabilities and Aboriginal peoples), all of whom have below average outcomes in the labour market. Under the terms of the *Employment Equity Act*, the Legislated Employment Equity Program (LEEP) requires the federal jurisdiction's employers of 100 or more workers to report annually on their performance in employing the four designated groups. This data is compared to Census data (availability) to determine if the designated groups are adequately represented among the LEEP employers. Employers with significant under representation are required to analyse their workplace practices and to propose plans to address the shortfall. They also may be subject to audit by the Canadian Human Right Commission. Employers in provincial jurisdiction, who have 100 or more employees and who have contracts to perform work for the federal government, are covered under the Federal Contractors Program for Employment Equity. These employers are obliged to certify their commitment to employment equity before they are eligible to bid on a contract with the federal government. The Racism-free Workplace Strategy, which is a component of the government-wide Action Plan Against Racism, is a specific initiative to complement and increase the effectiveness of the *Employment Equity Act*. It aims to remove discriminatory barriers and to advance the upward mobility of visible minorities and Aboriginal peoples in the workplace. Part III (Labour Standards) of the *Canada Labour Code* provides the mandate to the Labour Program inspectorate to ascertain compliance of federal jurisdiction employers with the requirements for pay equity. The goal is to work with employers, employees and employee representatives to eliminate gender-based wage inequities within the federally regulated sector.

Federal Workers' Compensation

The *Government Employees' Compensation Act* (GECA) provides Benefits to federal employees who sustain a work related injury or occupational disease. The *Merchant Seamen Compensation Act* provides Benefits to injured merchant seamen and their survivors. Employees under federal jurisdiction who are victims of a workplace injury or illness have a right to compensation under the federal statute. GECA is administered in partnership with provincial workers' compensation boards according to administrative agreements. The Directorates works primarily with federal departments and agencies, employees and provincial workers' compensation boards to ensure compliance with the federal statutes. They provide secretarial services to the Merchant Seamen Compensation Board, adjudicates injury compensation claims for approval by the Board, and award benefits to the workers of employers registered with the Board.

International and Intergovernmental Labour Affairs

This group manages the Labour Program's international, intergovernmental and Aboriginal labour affairs responsibilities. Specifically, International and Intergovernmental Labour Affairs oversees Canada's participation in international labour forums, such as the International Labour Organization, negotiates and implements international labour cooperation agreements and provides technical assistance to developing countries. Further, this area coordinates federal-provincial-territorial relations in the labour field. As well, it analyses and provides information on Canadian labour legislation to policy analysts, researchers and the general public. Further, it facilitates dialogue with Labour Program stakeholders and coordinates Labour Program activities in Aboriginal communities

Workplace Policy and Information

This Directorate develops integrated long-term departmental, federal and national labour policy frameworks and implements strategic initiatives. It conducts quantitative and qualitative research and analysis on workplace and labour-related issues and their impact on Canadian social and economic development and provides strategic policy advice on such issues. It collects, analyses and disseminates information on key workplace practices to advance the strategic priorities and the mandate of the Labour Program. It represents the Program in inter-departmental and other fora to ensure linkages to the broader government agenda and policy-making environment.

Workplace Information

Collective bargaining data across Canada is tracked for groups of 100 or more employees in the federal jurisdiction and 500 or more employees in the provincial jurisdiction. Information is collected at settlement stage and wage adjustments are calculated and disseminated. The Directorate collects and codes collective agreements, which are housed in Negotech, the largest searchable electronic database of settlement reports and full text collective agreements in Canada. Historical and current statistics on work stoppages (strikes and lockouts) are collected and analyzed. An annual survey of labour organizations provides information on Canada's labour movement, union membership and labour affiliations. The Directorate publishes the electronic Workplace Bulletin highlighting wage adjustments in major collective agreements in Canada. Information is reported on a monthly, quarterly and annual basis for Canada as a whole, by public and private sectors and by jurisdiction. Non-wage provisions of collective agreements are coded and analyzed to prepare detailed reports.

Workplace Policy

The Directorate provides policy advice to senior management and to the Minister of Labour through the Identification and analyses of emerging labour and workplace issues, including workplace productivity, workplace health, workforce aging, and new employment relationships. The Directorate also develops non-legislative initiatives designed to encourage employers to adopt workplace practices that support workers and improve labour productivity. It also works with employers, unions, other workplace partners and with different levels of government when developing labour policy.

Wage Earner Protection Program

The *Wage Earner Protection Program Act* provides the legislative basis for the Wage Earner Protection Program (WEPP) – a Program designed to restore wages and vacation pay owing to workers whose employers are declared bankrupt or are subject to receivership under the *Bankruptcy and Insolvency Act*, up to an amount equalling four weeks' maximum insurable earnings under the *Employment Insurance Act* (currently $3,076). The legislation which establishes the *Wage Earner Protection Program Act* was passed and received Royal Assent on November 25, 2005. However, it requires a number of technical amendments before it can come into force in order to ensure that the Program operates efficiently. Consequently, on June 13, 2007, the Minister of Labour introduced an amending bill (Bill C-62). The amending bill passed quickly through the House and was read for the first time in the Senate on June 14th. At this time, it is not possible to indicate when the Program will begin operation, particularly because it is not known how quickly Bill C-62 will proceed through Parliament.

D. Enhanced Income Security, Access to Opportunities and Well-Being for Individuals, Families and Communities

Program Activity: Social Investment

Seniors and Pensions

This program serves as the federal focal point for policies and programs related to seniors and Canada's public pensions (Canada Pension Plan and Old Age Security). Specific program activities include seniors and pension research, policy and program development and design, legislation and litigation; stakeholder/client engagement regarding seniors issues; promoting the take-up of Canada Pension Plan and Old Age Security benefits; negotiation of international social security agreements; and socio-economic research and analysis including evaluating the impact of administrative and legislative changes, micro-simulation modeling, and the provision of statistical support and trend analysis to the Canada Pension Plan and Old Age Security policy makers.

Old Age Security

Old Age Security Program Benefits provide basic income to Canadian citizens and residents who meet age, residence and legal status requirements. It is financed from Government of Canada general tax revenues and indexed quarterly to the Consumer Price Index. Old Age Security provides additional income-tested Benefits for low-income individuals, namely the Guaranteed Income Supplement, the Allowance and the Allowance for the Survivor.

http://www.hrsdc.gc.ca/en/isp/oas/oastoc.shtml

Canada Pension Plan

The Canada Pension Plan is a joint federal-provincial plan that operates throughout Canada, except in Quebec which has its own comparable plan. The Canada Pension Plan provides for a variety of Benefits based on life changes. Best known for its retirement pensions, the plan also provides Benefits for surviving partners and children of contributors, people with disabilities and their children (a description of Canada Pension Plan - Disability is below), and a one-time maximum Benefit of $2,500 in the event of death.

http://www.hrsdc.gc.ca/en/isp/cpp/cpptoc.shtml

Seniors Secretariat

Leads the development and implementation of seniors' policy agenda reflecting the growing seniors population and implications of an aging society across the federal government. Leverages the seniors' policy agenda to influence policy development in other federal departments and agencies and other levels of government. Actively encourages and strengthens partnerships across the department to ensure coherent and consistent approaches to policy development. Leads the provision of logistical support and coordination for the ongoing operations of the National Seniors Council.

Provides the Secretary of State Responsible (Seniors) with strategic policy advice, briefings and coordination in support of her lead federal role for seniors. Leads the coordination of the Forums of F/P/T Ministers and Deputy Ministers Responsible for Seniors to articulate a more integrated approach to the development of seniors' policy and programming in Canada.

http://www.hrsdc.gc.ca/en/corporate/seniors/index.shtml

International Policy and Agreements

The *Old Age Security Act* and the Canada Pension Plan authorize the Minister of HRSDC to conclude International Social Security Agreements. These agreements facilitate the payment of Canadian and foreign public pensions inside and outside of Canada and ensure persons who are sent to work abroad can continue their coverage under the Canadian system. They also ensure these persons will not be required to pay into the pension systems of two countries for the same work.

http://www.hrsdc.gc.ca/en/isp/ibfa/socagree.shtml

Disability Program

The Office for Disability Issues serves as the focal point on disability issues within the Government of Canada for key national and international partners working to promote the full participation of people with disabilities in all aspects of society and community life. Office for Disability Issues ensures that the issues affecting people with disabilities are considered and reflected in federal policy and program development through collaboration with various external stakeholders, including Non-Governmental Organizations, the provinces and territories. It also provides leadership on program policy issues that focus on people with disabilities, such as the Registered Disability Savings Plan and the Enabling Accessibility Fund and administers programs to improve accessibility and opportunities for people with disabilities such as the Social Development Partnerships Program – Disability Component.

Social Development Partnerships Program Disability Component

The Social Development Partnerships Program (SDPP) is a broad-based program that makes investments under several distinct funding components to support Government priorities related to children and families, people with disabilities and other vulnerable populations. These investments are made through national and community-based organizations.

One element of the SDPP is delivered through the Disability Issues sub-activity: SDPP Disability Component (SDPP/D) – Provides funding to eligible non-profit organizations working to advance the Government of Canada's disability agenda by promoting the full participation of Canadians with disabilities in learning, work, and community life.

http://www.hrsdc.gc.ca/en/community_partnerships/sdpp/call/disability_component/page00.shtml

The Canada Pension Plan – Disability

Canada Pension Plan Disability Program serves as the focal point for legislation development, policy direction, program design, research and analysis on issues related to Canada Pension Plan Disability and its clients. Provides national direction to Service Canada to ensure policies are applied consistently in accordance with the legislation and jurisprudence. Manages relationships with arms-length appeal bodies and provides medical expertise to support cases at the Pensions Appeals Board and the Federal Court. Provides policy and program direction on return to work and vocational rehabilitation supports for Canada Pension Plan Disability beneficiaries.

Appeals

This activity includes: providing policy direction related to Review Tribunal appeals; liaison with the Office of the Commissioner of Review Tribunals (OCRT) and Pension Appeals Board (PAB); reviewing OCRT decisions following CPPD client appeals; secretariat to the CPP/OAS Litigation Committee; providing medical expertise to support the Minister's position at hearings before the Pension Appeals Board (PAB) and the Federal Court.

http://www.hrsdc.gc.ca/en/isp/cpp/review.shtml

Canada Pension Plan – Disability Benefits

Benefits are payable to contributors who meet the minimum contributory requirements and whose disability is "severe and prolonged," as defined in the legislation; that is, a mental or physical disability that prevents them from regularly working at any job at a substantially gainful level.

http://www.hrsdc.gc.ca/en/isp/cpp/disaben.shtml

Community Development and Partnerships

This program provides a focal point for research, knowledge sharing, policy analysis and development, program delivery and special initiatives in support of the enhanced well-being of communities, children and families, seniors, and vulnerable populations across Canada. The Program also supports the efforts of the community sector to innovate, strengthen networks of collaboration, promote self-sufficiency and share best practices to contribute to community well-being, working in partnership with other Federal/Provincial/Territorial/Municipal levels of government and other stakeholders.

Social Development Partnerships Program (Communities Component)

The Social Development Partnerships Program (SDPP) is a broad-based program that makes investments under several distinct funding components to support Government priorities related to children and families, people with disabilities and other vulnerable populations. These investments are made through national and community-based organizations.

Four elements of the SDPP are delivered through Community Development and Partnerships sub-activity:

- **Children and Families component** – Works in partnership with national and community non-profit organizations by supporting their ability to innovate through the creation of more responsive programs, services or tools to better serve the diverse needs of children and their families, particularly those living in disadvantaged circumstances
- **Understanding the Early Years** – Provides funding to help communities across Canada to better understand the needs and improve the wellbeing of their young children and families, by providing them with information about the development of their children, community and family factors influencing child development, local resources available to support young children and their families, and helping community organizations to work together to improve conditions for healthy child development.
- **Official Language Minority Communities** – Makes investments in national francophone non-governmental organizations to create products that will promote linguistically and culturally relevant early childhood development programs and services in Official Language minority communities.
- **Voluntary Sector Strategy** – Makes investments to foster social innovation, the sharing of best practices and entrepreneurship by community non-profit organizations.

http://www.hrsdc.gc.ca/en/community_partnerships/sdpp/index.shtml

New Horizons for Seniors

The New Horizons for Seniors Program supports local projects across Canada that encourage seniors to contribute their skills, experience and wisdom in support of social well-being in their communities, and promote the ongoing involvement of seniors in their communities to reduce their risk of social isolation. Funding of this program also strengthens networks and associations among community members, community organizations, and governments; and enhances opportunities for building community capacity and partnerships to respond to existing or emerging social challenges.

http://www.hrsdc.gc.ca/en/community_partnerships/seniors/index.shtml

Intercountry Adoption

The Inter-country Adoptions Services works with other federal departments, foreign governments and the provinces and territories as the lead federal department in matters related to inter-country adoptions.

http://www.hrsdc.gc.ca/en/community_partnerships/international_adoption/index.shtml

Program Activity: Children and Families

Child Care

This Program provides families with resources to help balance work and family responsibilities. The Plan has two parts: direct support to families through the Universal Child Care Benefit; and transfers to provinces and territories and a new investment tax credit for businesses for the creation of child care spaces.

Universal Child Care Benefit

In July 2006 families began to receive up to $1,200 per year for each child under six, taxable in the hands of the lower-income spouse. Payments are made directly to families to help support them in the choice of child care that best meets the needs of their family. The Universal Child Care Benefit is provided in addition to existing federal programs such as the Canada Child Tax Benefit and the National Child Benefit Supplement and does not affect the benefits families receive under these programs or the Child Care Expense Deduction.

Child Care Spaces Initiative

Recognizing the availability of child care spaces is a challenge faced by many families, beginning in 2008–2009, Budget 2007 proposes to transfer $250M per year to provinces and territories via the Canada Social Transfer, to support them in the creation of child care spaces that are responsive to the needs of parents and administered in an efficient and accountable manner. In addition, effective March 19, 2007, a 25% non-refundable investment tax credit, to a maximum of $10,000 per space created, is available to support businesses in the creation of licensed child care spaces in the workplace for the children of their employees and potentially, for children in the surrounding community.

Multilateral Framework for Early Learning and Childcare

Building on the September 2000 Early Childhood Development Agreement, federal/provincial/territorial Ministers Responsible for Social Services26 reached agreement in March 2003, on a framework for improving access to regulated early learning and child care programs and services. The specific objectives are to further promote early childhood development and support the participation of parents in employment or training by improving access to affordable, quality early learning and child care programs and services.

Early Childhood Development Agreements

In September 2000, federal, provincial and territorial governments reached an agreement, the Federal/Provincial/Territorial Early Childhood Development Agreement, to improve and expand the services and programs they provide for children under 6 years of age and their families. The overall goal of the initiative is to improve and expand early childhood development supports for young children (prenatal to age 6) and their parents. The specific objectives are: to promote early childhood development so that, to their fullest potential, children will be physically and emotionally healthy, safe and secure, ready to learn, responsible and socially engaged; and to help children reach their potential and to help families support their children within strong communities.

National Child Benefit

Introduced in 1998 as a supplement to the Canada Child Tax Benefit, the National Child Benefit initiative is a key commitment in helping to ensure that children in low-income families get the best possible start in life. The National Child Benefit is a partnership among federal, provincial, and territorial governments, including a First Nations component, which provides income support, as well as Benefits and services, to low-income families with children. The National Child Benefit aims to: help prevent and reduce the depth of child poverty; promote attachment to the labour market by ensuring families are always better off as a result of working; and reduce overlap and duplication by harmonizing program objectives and Benefits and simplifying administration. Under this initiative, the Government of Canada provides income support to low-income families with children through the National Child Benefit Supplement. Human Resources and Social Development Canada is responsible for policy development and the Minister of Human Resources and Social Development represents the Government of Canada in this initiative.

Program Activity: Housing and Homelessness

Homelessness Partnering Strategy

This program was launched to find more effective and sustainable solutions to homelessness. The Strategy fosters partnerships and structures, including longer-term housing solutions, to help homeless individuals achieve greater autonomy and self-sufficiency. The federal government recognizes that housing stability is a precondition to positive socio-economic outcomes and full participation in Canadian society. The Homelessness Partnering Strategy is therefore focusing on transitional and supportive housing as important measures to move people out of homelessness. Under the Homelessness Partnering Strategy, the Federal Government provides funding to other levels of government, communities, and works with other government departments to provide concrete, meaningful and lasting results for some of Canada's most vulnerable citizens, including Aboriginal people, and individuals in major urban centres, rural communities, and the North.

The Homelessness Partnering Strategy comprises three initiatives:

Homelessness Partnership Initiative

The Homelessness Partnership Initiative is the cornerstone program that supports community-level facilities and services that help homeless people attain housing and shelter stability appropriate to their needs – whether they are the chronic multi-barriered homeless or the shorter-term situational homeless. The Homelessness Partnership Initiative builds on the foundation of an existing community-based model and is bolstered by inviting provinces and territories, and municipalities where provinces and territories concur, to enter into partnering agreements, with a view to aligning support services with housing facilities and maximizing public investments.

The Homelessness Partnership Initiative has four target area components for funding:

- Homelessness Partnership Initiative Designated Communities;
- Homelessness Partnership Initiative Outreach Communities;
- Homelessness Partnership Initiative Aboriginal Communities;
- Homelessness Partnership Initiative Federal Horizontal Pilot Projects

Homelessness Accountability Network

This Program streamlines results-reporting, strengthens program accountability, promotes national and regional partnership networks, and develops and shares knowledge and best practices. This Network builds upon two components – the Homelessness Individuals and Families Information System and National Research Program (now the Homelessness Knowledge Development Program) of the former National Homelessness Initiative by facilitating access to, and dissemination of, housing support information and tools.

The Surplus Federal Real Property for Homelessness Initiative

This Program provides surplus federal properties to communities across Canada to address their local homelessness-related needs. Government departments and agencies, which are encouraged to identify such properties, receive compensation at market value and transfer them to community organizations and other bodies for a nominal cost to help alleviate and prevent homelessness. Three federal bodies – Public Works and Government Services Canada, HRSDC and Canada Mortgage and Housing Corporation – act as partners at the national and regional levels in implementing and managing this initiative. Additional funding for construction and renovation costs may also be available through related federal programs such as those under the Homelessness Partnership Initiative and Canada Mortgage and Housing Corporation programs. Under the new Homelessness Partnering Strategy, the Surplus Federal Real Property for Homelessness Initiative is more flexible to allow land exchanges. Under certain conditions, community groups can exchange a federal property received through the program for another similar, and more suitable, property.

Office of the Auditor General (OAG) Report

Federal Loans and Grants for Post-Secondary Education – May 2007

The Auditor General found that the Canada Student Loans Program (CSLP) is generally well-managed and the recommendations for improvement, primarily relate to areas of monitoring and reporting. The report states that both the CSLP and Canadian Millennium Scholarship Foundation (CMSF) are taking the necessary steps to make prospective post-secondary students and their families aware of the financial assistance available to them. The report indicates that good relationships exist between the two programs, particularly in the area of research but consultations should be further documented and used for future decision making. The Department has committed to improving monitoring and reporting, including developing a Performance Measurement Strategy in 2008 completing a summative evaluation of the CLSP using a five-year phased in approach and tabling the CSLP Annual Report in a more timely manner.

Website References

HRSDC Website

http://www.hrsdc.gc.ca/en/home.shtml

The Honourable Monte Solberg P.C., M.P.

Minister of Human Resources and Social Development Canada

http://pm.gc.ca/eng/bio.asp?id=18

The Honourable Jean-Pierre Blackburn

Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec

http://pm.gc.ca/eng/bio.asp?id=50

Acts and Regulations Governing HRSDC and SC

http://www.hrsdc.gc.ca/en/cs/fas/as/contact/acts.shtml

HRSDC Internal Audit

http://www.hrsdc.gc.ca/en/cs/sp/sdc/audit/page00.shtml

http://www.hrsdc.gc.ca/en/cs/fas/iarms/toc.shtml

HRSDC Evaluation

http://www.hrdc-drhc.gc.ca/en/publications_resources/evaluation/index.shtml

http://www.hrsdc.gc.ca/en/cs/sp/sdc/evaluation/page00.shtml

HRSDC Overview

- **List of HRSDC Programs and Services**
  http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/ps.shtml

Enhanced Canadian productivity and participation through efficient and inclusive labour markets, competitive workplaces and access to learning

Labour Market

Employment Insurance Benefits

http://www1.servicecanada.gc.ca/en/ei/menu/eihome.shtml

Employment Benefits and Support Measures

http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/lmda-edmt/description_e.asp

Labour Market Development Agreements

http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/lmda-edmt/description_e.asp

Aboriginal Human Resources Development Strategy

http://srv119.services.gc.ca/AHRDSInternet/general/public/HomePage1_e.asp

Aboriginal Skills and Employment Partnerships

http://srv119.services.gc.ca/AHRDSInternet/general/public/asep/asep_e.asp

Youth Employment Strategy

http://www.youth.gc.ca

Enabling fund for Official Language Minority Communities

http://www1.servicecanada.gc.ca/en/epb/olscc/fund.shtml

Work Sharing

http://www.hrsdc.gc.ca/en/epb/sid/cia/grants/ws/desc_ws.shtml

Workplace Skills

Literacy and Essential Skills

http://www.hrsdc.gc.ca/en/hip/hrp/essential_skills/essential_skills_index.shtml

Adult Learning, Literacy and Essential Skills Program

http://www.hrsdc.gc.ca/en/gateways/topics/lxa-gxr.shtml

National Occupational Classification

http://www.hrsdc.gc.ca/en/hip/hrp/noc/noc_index.shtml

Trades and Apprenticeship

http://www.hrsdc.gc.ca/en/workplaceskills/trades_apprenticeship/index.shtml

Inter-provincial Labour Mobility

http://www.hrsdc.gc.ca/en/workplaceskills/labour_mobility/index.shtml

Temporary Foreign Worker Program

http://www.hrsdc.gc.ca/en/workplaceskills/foreign_workers/index.shtml

Inter-provincial Standards Red Seal Program

http://www.red-seal.ca/Site/about/redseal_e.htm

Workplace Skills Strategy

http://www.hrsdc.gc.ca/en/ws/index.shtml

Workplace Skills Initiative

http://www.hrsdc.gc.ca/en/ws/initiatives/wsi/index.shtml

Foreign Credential Recognition

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/ws/programs/fcr/index.shtml&hs=hzp

Sector Council Program

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/spi.shtml

Labour Market Information

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/lmi.shtml

Learning

Student Financial Assistance (Canada Student Loans Program)

http://www.hrsdc.gc.ca/en/gateways/topics/cxp-gxr.shtml and

http://www.canlearn.ca

Canada Education Savings Program (CESP)

http://www.canlearn.ca/en/save/save.shtml

Canada Learning Bond (CLB)

http://www.hrsdc.gc.ca/en/learning/education_savings/public/clb.shtml

Canada Education Savings Grant (CESG)

http://www.hrsdc.gc.ca/en/learning/education_savings/public/cesg.shtml

International Academic Mobility

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/iam.shtml

Safe, healthy, fair, stable, cooperative and productive workplaces and effective international labour standards

Labour

Federal Mediation and Conciliation Service

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/fmcs/02About.shtml&hs=mxm

Labour Program

http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/program/labour.shtml

International Labour Affairs

http://www.hrsdc.gc.ca/en/lp/ila/index.shtml

Work-life Balance and Aging Workforce

http://www.hrsdc.gc.ca/en/gateways/topics/wnc-gxr.shtml

Collective Bargaining

http://www.hrsdc.gc.ca/en/gateways/business/cluster/category/cb.shtml

Federal Workers' Compensation Service

http://www.hrsdc.gc.ca/en/gateways/topics/fxf-gxr.shtml

Labour Standards

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/lswe/ls/about.shtml&hs=lxn

Workplace Equity

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/lswe/we/information/overview.shtml&hs=wzp

Occupational Health and Safety

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/ohs/overview/index-ohs.shtml&hs=oxs

Fire Protection Services

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/fp/overview/services.shtml&hs=fzp

Labour Law Analysis

http://www.hrsdc.gc.ca/en/gateways/topics/lzl-qxr.shtml

Enhanced income security, access to opportunities and well-being for individuals, families and communities

Social Investment

Seniors & Pensions

Income Security Programs
http://www.hrsdc.gc.ca/en/oas-cpp/index.shtml

Old Age Security Program (OAS)
http://www.hrsdc.gc.ca/en/isp/oas/oastoc.shtml

The Canada Pension Plan (CPP)
http://www.hrsdc.gc.ca/en/isp/cpp/cpptoc.shtml

Seniors
http://www.hrsdc.gc.ca/en/corporate/seniors/index.shtml

Disability Programs

Office for Disability issues
http://www.hrsdc.gc.ca/en/disability_issues/index.shtml

Persons with Disabilities
http://www.hrsdc.gc.ca/en/gateways/individuals/audiences/pd.shtml

The Social Development Partnership Program (SDPP) – Disability Component
http://www.hrsdc.gc.ca/en/community_partnerships/sdpp/call/disability_component/page00.shtml

The Canada Pension Plan – Disability

Appeals
http://www.hrsdc.gc.ca/en/isp/cpp/review.shtml

Canada Pension Plan – Disability Benefits
http://www.hrsdc.gc.ca/en/isp/cpp/disaben.shtml

Communities

Social Development Partnerships Program – Communities Component
http://www.hrsdc.gc.ca/en/community_partnerships/sdpp/index.shtml

The Understanding the Early Years
http://www.hrsdc.gc.ca/en/hip/sd/300_UEYInfo.shtml

Supporting Voluntary Sector
http://www.hrsdc.gc.ca/en/hip/sd/06_vsi.shtml

New Horizons for Seniors Program (NHSP)
http://www.hrsdc.gc.ca/en/community_partnerships/seniors/index.shtml

Intercountry Adoption Services
http://www.hrsdc.gc.ca/en/community_partnerships/international_adoption/index.shtml

Children and Families

Canada's Universal Child Care Plan
http://www.universalchildcare.ca

Federal/Provincial/Territorial Early Childhood Development Agreement
http://www.ecd-elcc.ca

Multilateral Framework on Early Learning and Child Care
http://www.ecd-elcc.ca

The National Child Benefit
http://www.nationalchildbenefit.ca

Housing and Homelessness

The Homelessness Partnering Strategy
http://www.homelessness.gc.ca

Achieve better outcomes for Canadians through service excellence

Service Canada
http://www.servicecanada.gc.ca/en/home.html

Questions and Public Enquiries

If you have questions about departmental programs and services, you may contact your nearest Service Canada office listed in the Government of Canada pages of the telephone book or through the HRSDC website at **http://www.hrsdc.gc.ca/en/gateways/nav/top_nav/our_offices.shtml.**

To obtain HRSDC publications, please contact the Public Enquiries Centre at **http://www.hrsdc.gc.ca/en/cs/comm/hrsd/publications/order.shtml**

Index

A

Aboriginal Human Resources Development Strategy **27, 28, 66, 112, 120, 153**

Aboriginal Labour Affairs **159**

Aboriginal People **21, 26, 31, 32, 33, 35, 42, 58, 59, 61, 62, 64, 67, 73, 77, 93, 153, 158, 159, 164**

Aboriginal Skills and Employment Partnerships **66, 112, 119, 153, 166**

Adult Learning, Literacy and Essential Skills Program **21, 112, 114, 156**

Allowance Payments **20, 22, 25, 112**

B

Bankruptcy and Insolvency Act **74, 160**

Budget **3, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 34, 35, 36, 38, 62, 63, 81, 82, 119, 121, 140, 147, 148, 149, 163**

C

Canada Access Grants **62, 112, 145, 156**

Canada Education Savings Grant **7, 19, 20, 22, 27, 28, 46, 62, 66, 112, 114, 157, 167**

Canada Education Savings Program **16, 64, 66, 67, 69, 112, 157, 167**

Canada Labour Code **18, 47, 75, 76, 122, 157, 158, 159**

Canada Learning Bond **19, 20, 22, 25, 27, 28, 46, 62, 66, 112, 114, 157, 167**

Canada Millennium Scholarship Foundation **35, 62, 63, 116**

Canada Pension Plan **4, 14, 18, 19, 25, 27, 28, 29, 34, 36, 37, 54, 81, 84, 86, 87, 89, 92, 93, 95, 96, 97, 99, 100, 121, 122, 123, 131, 132, 133, 134, 135, 136, 137, 160, 161, 162, 168**

Canada Pension Plan Disability **81, 84, 86, 161**

Canada Student Loans Program **22, 23, 27, 28, 35, 46, 62, 63, 64, 66, 67, 112, 114, 118, 119, 144, 147, 148, 149, 165**

Canada Study Grants **20, 23, 25, 112, 145, 156**

Canadian Council on Learning **116**

Children and Families **3, 14, 16, 24, 30, 44, 47, 53, 80, 81, 85, 86, 87, 88, 89, 112, 115, 118, 161, 162, 168**

Civil Service Insurance Fund **4, 19, 27, 123, 139**

Communities **14, 15, 16, 22, 25, 27, 30, 35, 36, 37, 44, 47, 66, 79, 80, 81, 82, 83, 84, 86, 87, 88, 93, 94, 96, 100, 106, 107, 109, 110, 112, 113, 141, 152, 154, 159, 160, 162, 163, 164, 166, 168, 167**

Compassionate Care **123, 126, 127**

Conditional Grants **3, 116**

Contextual Indicators **44**

D

Debt Management Measures **23, 62, 67, 156**

Debt Reduction **22, 27, 146, 147, 148, 149, 156, 157**

E

Early Childhood Development Agreement **16, 82, 85, 89, 118, 163, 168**

Employment Benefits and Support Measures **29, 62, 66, 68, 124, 127, 128, 130, 140, 142, 143, 153, 166**

Employment Equity Act **18, 40, 73, 74, 158, 159**

Employment Insurance Account **4, 25, 27, 28, 54, 67, 77, 100, 123, 124, 128, 129, 130**

Employment Insurance Benefits **19, 123, 125, 166**

Employment Insurance Part I **4, 18, 28, 29, 68, 140**

Employment Insurance Part II **4, 18, 29, 68, 140**

Essential Skills **16, 21, 32, 35, 64, 66, 67, 69, 112, 114, 156, 166, 167**

Expected Results **66, 76, 86, 99, 108, 109, 110, 111, 143**

Expenditure Profile **3, 18**

Expenditure Review **21**

F

Fact Sheets **48, 96, 99**

Fair Wages and Hours of Labour Act **158**

Federal Contractors Program for Employment Equity **73, 158, 159**

Federal Mediation and Conciliation Service **16, 76, 78, 157, 167**

Fire Protection Services **158, 167**

Foreign Credential Recognition **46, 66, 67, 112, 156, 167**

Foreign Workers and Immigrants **66, 69, 155**

Foundations **3, 87, 116**

G

Government Annuities Account **4, 19, 27, 28, 123, 138**

Government Employees' Compensation Act **74, 75, 158, 159**

Grants and Contributions **18, 19, 20, 29, 38, 39, 42, 88, 100, 109, 119, 121, 156**

Guaranteed Income Supplement **19, 20, 22, 26, 27, 28, 36, 84, 112, 160**

H

Health and Safety **37, 72, 73, 74, 76, 77, 114, 122, 158, 167, 168**

Horizontal Initiatives **3, 118, 119**

Homelessness Accountability Network **86, 164**

Homelessness Partnership Initiative **14, 47, 86, 87, 164**

Homelessness Partnering Strategy **7, 16, 24, 26, 27, 30, 36, 47, 83, 85, 86, 87, 89, 106, 112, 115, 118, 164, 168**

Housing and Homelessness **3, 16, 24, 30, 44, 47, 80, 85, 86, 87, 88, 89, 106, 112, 115, 118, 168**

Human Resource Management **40, 43**

I

Income Support **14, 35, 61, 64, 67, 81, 82, 123, 143, 152, 163**

Interest Relief **146, 156, 157**

International Academic Mobility **16, 46, 62, 65, 66, 67, 69, 157, 167**

International and Intergovernmental Labour Affairs **16, 76, 78, 159**

International Labour Organization **8, 72, 74, 75, 159**

L

Labour **3, 7, 8, 10, 14, 15, 16, 17, 18, 20, 21, 24, 26, 30, 31, 32, 33, 34, 35, 37, 39, 40, 42, 44, 46, 47, 48, 49, 52, 53, 57, 58, 59, 60, 61, 62, 64, 66, 67, 68, 69, 71, 72, 73, 74, 75, 76, 77, 78, 80, 81, 82, 86, 93, 94, 98, 106, 107, 108, 110, 112, 113, 114, 118, 122, 124, 125, 127, 128, 130, 140, 141, 143, 152, 153, 154, 155, 156, 157, 158, 159, 160, 163, 166, 167, 167, 168**

Labour Cooperation Agreements **8, 35, 42, 74, 75, 159**

Labour Force **18, 31, 32, 33, 35, 48, 58, 59, 60, 61, 72, 82, 110, 125, 141**

Labour Market Adjustment **34, 66, 113, 154**

Labour Market Development Agreement **61, 64, 66, 94, 98, 113, 124, 127, 130, 140, 143, 153, 166**

Labour Market Information **16, 34, 53, 58, 61, 62, 64, 66, 67, 69, 114, 156, 167**

Labour Mobility **61, 64, 66, 155, 156, 166**

Labour Standards **8, 14, 15, 16, 30, 33, 35, 37, 44, 47, 74, 75, 76, 77, 106, 157, 158, 159, 167, 167**

Learning **3, 7, 14, 15, 16, 17, 19, 20, 21, 22, 24, 25, 27, 28, 30, 40, 41, 43, 44, 46, 52, 57, 58, 59, 62, 63, 64, 65, 66, 67, 68, 69, 82, 85, 87, 89, 106, 107, 112, 114, 116, 118, 122, 152, 154, 155, 156, 157, 161, 163, 166, 167, 168, 167, 168**

Lifelong Learning **58, 62, 63, 66, 67**

Literacy **16, 21, 32, 33, 35, 59, 64, 66, 69, 112, 114, 120, 156, 166, 167, 168**

M

Management Practices **37, 93, 94**

Mandate **3, 18, 34, 35, 40, 58, 63, 72, 77, 92, 93, 158, 159**

Merchant Seamen Compensation Act **158, 159**

Multilateral Framework for Early Learning and Child Care **89**

N

National Child Benefit **16, 80, 82, 85, 86, 87, 89, 115, 118, 157, 163, 168**

National Homelessness Initiative **24, 164**

National Labour Operations **16, 76, 78, 158**

National Occupational Classification **66, 67, 156, 166**

New Horizons for Seniors **24, 42, 47, 82, 84, 86, 112, 115, 162, 168**

Non-smokers' Health Act **158**

O

Occupational Health and Safety **37, 72, 73, 74, 76, 77, 114, 122, 158, 167**

Official Language Minority Communities **14, 22, 27, 66, 93, 112, 113, 154, 162**

Official Languages **22, 33, 41, 49, 96, 99, 118**

Old Age Security **14, 18, 19, 22, 25, 26, 27, 28, 34, 36, 37, 48, 81, 84, 86, 87, 92, 93, 95, 96, 97, 99, 112, 120, 121, 122, 160, 161, 168**

Older Workers (Targeted Initiative for Older Workers) **25, 27, 31, 35, 58, 59, 61, 64, 66, 112, 113, 154**

Opportunities Fund for Persons with Disabilities **14, 48, 62, 66, 112, 115, 154**

Organizational Information **17**

P

Performance Measurement Framework **3, 14, 34, 39, 44, 45**

Persons with Disabilities **7, 14, 36, 41, 48, 53, 61, 62, 64, 66, 73, 77, 86, 112, 115, 131, 153, 154, 158, 168, 168**

Plans **1, 7, 8, 9, 10, 11, 14, 16, 18, 20, 22, 23, 24, 26, 27, 28, 30, 32, 34, 35, 36, 37, 38, 40, 41, 42, 44, 46, 48, 52, 53, 54, 58, 60, 62, 63, 64, 65, 66, 67, 68, 72, 74, 75, 76, 78, 80, 82, 84, 85, 86, 88, 92, 94, 96, 97, 98, 99, 100, 102, 106, 108, 110, 112, 114, 116, 118, 120, 122, 124, 126, 128, 130, 132, 134, 136, 138, 140, 142, 144, 146, 148, 152, 154, 156, 158, 160, 162, 164, 166, 168, 168, 169**

Plans and Priorities **1, 7, 8, 9, 10, 11, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 37, 38, 40, 42, 44, 46, 48, 52, 54, 58, 60, 62, 63, 64, 68, 72, 74, 76, 78, 80, 82, 84, 86, 88, 92, 94, 96, 98, 100, 102, 106, 108, 110, 112, 114, 116, 118, 120, 122, 124, 126, 128, 130, 132, 134, 136, 138, 140, 142, 144, 146, 148, 152, 154, 156, 158, 160, 162, 164, 166, 168, 168**

Post-Secondary Education **14, 20, 23, 34, 35, 53, 58, 60, 63, 65, 66, 67, 145, 156, 157**

Priorities **1, 3, 7, 8, 9, 10, 11, 14, 16, 18, 20, 22, 24, 26, 28, 30, 31, 32, 34, 36, 37, 38, 39, 40, 42, 43, 44, 46, 48, 52, 53, 54, 58, 60, 61, 62, 63, 64, 68, 72, 74, 76, 78, 80, 82, 84, 86, 87, 88, 92, 93, 94, 96, 98, 99, 100, 102, 106, 107, 108, 110, 112, 114, 116, 118, 120, 122, 124, 126, 128, 130, 132, 134, 136, 138, 140, 142, 144, 146, 148, 152, 153, 154, 156, 158, 159, 160, 161, 162, 164, 166, 168, 168, 169**

Program Activities **9, 14, 16, 25, 30, 44, 51, 53, 54, 55, 58, 59, 61, 62, 63, 65, 66, 67, 69, 73, 75, 76, 77, 78, 80, 81, 83, 85, 86, 87, 89, 93, 94, 97, 99, 100, 101, 102, 106, 113, 119, 152, 154, 156, 157, 159, 160, 163**

Program Indicators **44, 45, 46**

R

Red Seal Program **66, 155, 167**

Registered Education Savings Plans **20, 35, 62, 67**

Regulatory Initiatives **168**

Resource Management **40, 43, 168**

Risk **8, 14, 25, 33, 34, 37, 38, 40, 42, 47, 58, 61, 62, 67, 75, 81, 85, 86, 87, 94, 97, 99, 100, 102, 109, 110, 119, 120, 126, 144, 145, , 145, 146, 149, 152, 153, 158, 162, 167**

S

Sector Councils **46, 61, 66, 110, 155**

Service Canada **3, 7, 8, 11, 14, 16, 17, 18, 21, 25, 26, 30, 34, 36, 37, 39, 40, 44, 45, 48, 62, 75, 92, 93, 94, 95, 96, 97, 98, 99, 101, 106, 109, 110, 111, 115, 117, 120, 121, 152, 153, 156, 161, 168**

Service Delivery **7, 14, 18, 31, 33, 34, 36, 37, 40, 42, 44, 92, 93, 94, 96, 97, 102, 109, 115, 116, 140, 169**

Service Indicators **45, 48, 95, 96, 99**

Social Development Partnerships Program **14, 84, 86, 115, 161, 162, 168**

Social Insurance Number **92, 94, 97, 100, 116, 133**

Social Investment **3, 24, 30, 44, 47, 80, 81, 84, 86, 87, 88, 89, 112, 114, 160, 168**

Specified Purpose Accounts **4, 14, 19, 25, 27, 123**

Stakeholders **16, 34, 35, 39, 45, 52, 53, 54, 58, 61, 63, 64, 66, 67, 72, 74, 75, 77, 81, 82, 152, 155, 158, 159, 161**

Strategic Outcomes **9, 15, 44, 45**

Student Financial Assistance **7, 16, 18, 19, 20, 22, 23, 25, 27, 28, 64, 66, 69, 120, 122, 144, 145, 146, 147, 156, 167**

Students **20, 23, 24, 35, 42, 46, 62, 63, 64, 66, 67, 93, 96, 144, 145, 146, 147, 148, 149, 155, 156, 157, 165, 167**

Surplus Federal Real Property for Homelessness Initiative **86, 87, 164**

Sustainable Development Strategy **3, 107, 108, 109, 110, 111**

T

Trades and Apprenticeship **27, 35, 64, 66, 120, 155, 166**

Transfer Payments **18, 19, 147, 148**

U

Understanding the Early Years **27, 83, 115, 162, 168**

Universal Child Care Benefit **7, 14, 18, 19, 20, 22, 26, 27, 28, 36, 47, 82, 85, 86, 112, 115, 163**

W

Wage Earner Protection Program Act **160**

Workers Compensation **19, 23, 27, 28, 29, 73, 75, 114, 159, 167, 167**

Workplace Information **47, 76, 77, 159, 168**

Workplace Skills **3, 21, 24, 26, 27, 28, 30, 35, 44, 46, 58, 59, 61, 62, 64, 66, 67, 68, 69, 112, 114, 118, 153, 154, 155, 166, 167**

Y

Youth **25, 33, 48, 58, 59, 61, 62, 64, 66, 67, 83, 93, 112, 113, 118, 119, 153, 154, 166**

Youth Employment Strategy **25, 66, 112, 113, 118, 119, 154, 166**